



2021 ANNUAL REPORT

TANA SIÑA

Together, We Can

ACHIEVING HERD IMMUNITY WITH

VAX & WIN

+

#PROTECTGUAM

GUAM DOES ITS PART TO FIGHT COVID-19

**NEW TRAVELER
TECHNOLOGY**

CUSTOM DECLARATION FORM GOES PAPERLESS



TOGETHER, WE CAN
ACHIEVE GREAT THINGS



TABLE OF CONTENTS

05

Message from the Governor and Lt. Governor

07

Message from the Senator

08

Message from the Chairman

09

Board of Directors

12

Management's Discussion and Analysis

20

Organizational Chart

22

Destination Development

34

Marketing Department

56

Research and Statistics

68

Financials

74

Hot Bond

77

Membership Directory



Guam Visitors Bureau ANNUAL REPORT 2021

Håfa Adai!

In the last few years, the state of the world has transformed the international tourism industry and changed the traveler experience tremendously.

Guam is certainly no exception, but as we balance the management of a public health crisis and the recovery of our island's economy - with the robust return of our visitor markets and revolutionary tourism leading the way forward - we are confident that brighter days are just over the horizon.

While tourism activity in Guam has dramatically decreased, our valued tourism partners are mobilizing to help Guam prepare for future prosperity. From collaborating on community vaccination campaigns and providing hospitality workers with vaccination clinics to enhancing visitor conveniences with the launching of the Electronic Declaration Form and Air V&V program - together, we have made many strides that are surely laying the groundwork for our success.

As we welcome charter flights from Taiwan and the resumption of South Korean air carrier service, in addition to hosting our first-ever drone light show, there are promising signs that tell us we are well on the road to recovery. The investments we made in the last year alone have provided millions in financial assistance to sustain tourism businesses and workers, and support their resilient comeback.

We continue working to enhance our island's offerings and elevate our visitor experience by investing in Reimagine Guam, which is painting a promising picture of post-pandemic Guam with our unique CHamoru culture front and center.

We look forward to the improvements that lay ahead and appreciate our partnership to share and celebrate our island with the world. Guam remains a rising destination and a glowing gem of the Pacific.

Un Dångkolo Na Si Yu'os Ma'åse'!

Lou Leon Guerrero
Lourdes A. Leon Guerrero
Maga'hågan Guåhan
Governor of Guam

Joshua F. Tenorio
Joshua F. Tenorio
Sigundo Maga'låhen Guåhan
Lieutenant Governor of Guam





Photo by Jolinie Somera

MESSAGE FROM **THE SENATOR**



Håfa Adai!

Guam has a long history and unique culture that we are proud to share with the world, allowing visitors to witness the vibrant beauty of our people and the island we call home. Tourism has been the foundation of our island's economy while providing countless jobs to local residents, and I believe we can still look to the future of our resilient visitor industry with hope. It has been exciting to see the steady trickle of visitors returning as we live through this pandemic, but we cannot overstate the tremendous harm COVID-19 has caused to our visitor industry over the last two years.

The Guam Visitors Bureau (GVB) is diligently laying the groundwork to welcome even more of our visitors back as soon as possible, while the current surge of cases causes us to face the reality that the pandemic is far from over and that we have a long road to recovery ahead. GVB has demonstrated the need to instill confidence in travel safety for both our visitors and local community. We are proud of the Bureau's efforts to certify dozens of island businesses under the Guam Safe Travels Stamp Program that meets World Travel & Tourism Council standards.

We know recovery of our tourism industry is possible because we have done it before. Guam is resilient and this current crisis has shown us that we are stronger when we come together. We have collaborated over the last year to create the Local Employers Assistance Program (LEAP) at the call of stakeholders of the visitor industry with the understanding that tourism-related businesses were hit hardest by the pandemic. The \$50 million program is an essential investment meant to keep our island working and sustain the visitor industry through this difficult time.

We look to the Bureau to continue leading us to innovate and meet the challenges of a changing world and improve on what it means to deliver a unique Guam visitor experience. This time gives us the opportunity to focus on the diversification of our economy and pivot towards sustainability of our visitor industry. We recommit ourselves to continuing working together with the industry and providing the Bureau the resources to build a stronger, more resilient visitor industry for Guam.

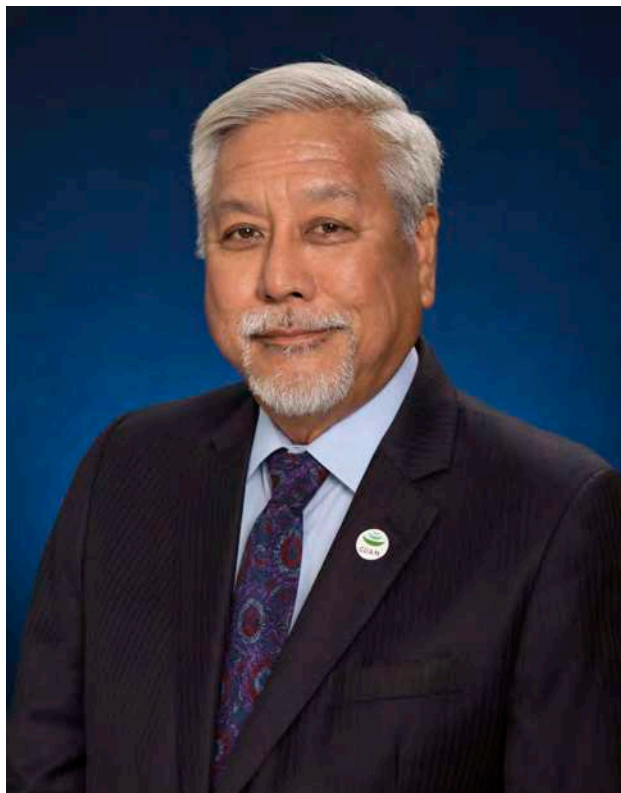


“GUAM IS RESILIENT AND THIS CURRENT CRISIS HAS SHOWN US THAT WE ARE STRONGER WHEN WE COME TOGETHER.”

Respectfully,

AMANDA LEE SHELTON
Senator, 36th Guam Legislature
Legislative Secretary & Chairwoman of the Committee on Air Transportation, Parks, Tourism, Higher Education, and the Advancement of Women, Youth, and Senior Citizens

MESSAGE FROM **THE CHAIRMAN**



Håfa Adai!

The recovery of our tourism industry in the midst of the COVID-19 pandemic played a large focus during Fiscal Year 2021.

We were introduced to the first COVID-19 vaccines and quickly collaborated with key partners to inoculate our hospitality workforce.

GVB also continued to collaborate with many organizations, government agencies and industry partners to maximize the recovery efforts underway.

The GVB team invested much time into rolling out the Guam Safe Certification and World Travel & Tourism Council Safe Travels Stamp Program to set the global standard for businesses to meet health and safety protocols.

From the Air V&V program, Taiwan charters flights, to the first flights from Korea, we began to see the first signs of our tourism industry coming back in this fiscal year. The road ahead is long, but we will get there.

I want to personally thank the hard-working women and men in tourism for their resiliency in this COVID era. I also thank our local community for their urgency and commitment to get vaccinated and get Guam to go beyond herd immunity.

We all want to get to a better sense of normal, protect Guam, and celebrate our unique way of life with each other and our visitors. You have our commitment from our board that we will see this recovery through as we learn to live with COVID and improve upon our hospitality services.

We have much hope we will reach a new age of tourism that still showcases our 4,000 year old CHamoru culture, while sustaining a safe, clean and family-friendly environment. Our mission to make Guam a better place to live, work, and visit continues.

Si Yu'os Ma'åse',

MILTON MORINAGA
Chairman, GVB Board of Directors



“WE ALL WANT TO GET TO A BETTER SENSE OF NORMAL, PROTECT GUAM, AND CELEBRATE OUR UNIQUE WAY OF LIFE WITH EACH OTHER AND OUR VISITORS.”

BOARD OF DIRECTORS



AKHIRO TANI



BEN FERGUSON



DERRICK MUNA-QUINATA



FLORI-ANNE DELA CRUZ



HO S. EUN



JEFFREY JONES
Secretary



LAURA NELSON-CEPEDA



PAUL SHIMIZU
Vice Chairman



P. SONNY ADA



RUDY PACO



SAMUEL SHINOHARA
Treasurer



TOGETHER, WE CAN
CONQUER THE WAVES



MANAGEMENT'S DISCUSSION & ANALYSIS

MANAGEMENT'S DISCUSSION AND ANALYSIS

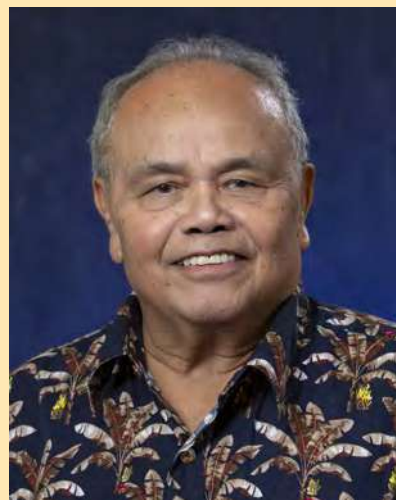


ABOUT THE GUAM VISITORS BUREAU

The Guam Visitors Bureau (GVB), a non-profit membership corporation, is the official tourism agency for the U.S. Territory of Guam. Among its responsibilities, GVB is charged with setting tourism policy and direction; developing and implementing Guam's tourism strategic and marketing plans; managing programs and activities that enhance and showcase Guam's people, place and culture in order to deliver an incomparable visitor experience; and coordinating tourism-related research, planning, events and outreach activities. GVB serves as a critical bridge linking government, the tourism industry, visitors and the local community, and aims to contribute successfully to a good quality of life for residents through tourism.



**HONORABLE
CARL T.C. GUTIERREZ**
President and CEO



**DR. GERALD "GERRY"
S.A. PEREZ**
Vice President

MANAGEMENT HIGHLIGHTS

Optimism over Guam's record trending first quarter trajectory in visitor arrivals suddenly dissipated and then crumbled under the weight of a protracted and still lingering COVID-19 pandemic. Total arrivals decreased 14% in February during the early stages of infection, but then plummeted 98% by March following international and local government quarantine restrictions.

The precipitous drop in visitor arrivals adversely impacted hotel occupancy taxes and the Tourism Attraction Fund, from which the Bureau's operating and capital budgets are derived. In anticipation of the uncertainties brought on by the pandemic, management proactively cut operating costs and shifted stewardship of resources toward containment of the pandemic and plans for recovery when the timing is appropriate.

Unlike SARS, which took Guam only five months in 2002 to return to pre-pandemic level of visitors, COVID-19 is a far different pandemic that has proven to be more devastating, triggering the deepest global economic recession in nearly a century. In the case of SARS, travel trade and institutional infrastructure were merely paused until travel demand picked up in a somewhat stable global economy. The COVID-19 impact, however, is much more profound due to the pandemic's widespread reach in disrupting economies, threatening or hurting the health and well-being of communities, and causing bankruptcies across all economic sectors.



Compared to 2019, for instance, the \$1.3 trillion estimated loss in tourism receipts was more than 11 times the economic loss from the global crisis ten years ago. The result has been, and continues to be, diminished global travel demand. Guam's tourism recovery is impacted by the market environment and pandemic containment at home and in our key markets of Japan, South Korea, and Taiwan. Air service is also an issue. However, capacity and frequency issues will be responsive to the travel demand generated.

Various Overall Highlights of Fiscal Year 2021

The Vax N' Win! campaign was created as an incentive to achieve herd immunity by getting 80% of the island's eligible adult population fully vaccinated. In line with the Governor of Guam's "Operation: Liberate Guam", the campaign's goal was to reach herd immunity by July 21, 2021, the anniversary of Guam's Liberation Day. GVB administered the campaign which incentivized the eligible adult population to get fully vaccinated. When the campaign launched in early June 2021, 69% of Guam's adult population was fully vaccinated. Thirteen thousand (13,000) additional shots were needed in order to reach the 80% goal. Therefore, GVB's aggressive campaign was launched, providing incentives such as weekly car and \$10,000 cash giveaways as well as prizes donated by businesses around the island.

GVB also served as the official organization to advocate for the implementation of these protocols in Guam and issued the World Travel & Tourism Council (WTTC) SafeTravels stamp to local businesses.

GVB established the Guam Safe Certified + WTTC SafeTravels marketing campaign, which endorses businesses that follow both local and global, health and safety protocols.

With continued efforts to revitalize Guam's tourism, different programs were also introduced such as the Håfa Adai Half Campaign offering air service support with travel agent incentives, Air V&V or Air Vacation and Vaccination, and the PCR (polymerase chain reaction) testing for visitors returning to their home country. The campaign was introduced in the latter part of Fiscal Year 2021. From the Air V&V program, Guam received more than 2,300 visitors from Taiwan in July and August.





GVB, in collaboration with the Customs and Quarantine Agency (CQA) and the Guam International Airport Authority (GIAA), successfully launched implementation of the Guam Electronic Declaration Form (EDF) on March 25, 2021. This electronic declaration process now provides a touchless arrival experience. The EDF initiative was established in direct response to the COVID-19 pandemic goal of limiting human contact and the potential spread of diseases between travelers and airport personnel.

The pandemic environment provided an opportunity for GVB to deliver event experiences online. The first ever virtual Guam Micronesia Island Fair (GMIF) was held highlighting the unique attributes of Guam and Micronesia's diverse cultural heritage. Called the "Guam Micronesia Fair," the added value to this format is the on-demand feature of videos and content distribution showing cultural groups and delegations.

THE SPECIAL GUAM MICRONESIA ONLINE FAIR CAN BE ACCESSED AT WWW.VISITGUAM.COM/GMIF2021.

GVB also hosted Give Us A Moment: GUAM Online Exhibition, which successfully garnered 218,000 visits and over 155,000 impressions over two weeks in November. The B2B and B2C events provided the opportunity to learn about Guam, travel updates, safety protocols, and product offerings.

Partnered with local tourism partners to host the "Get Up and Move" webinar, an online event for nearly 300 travel agents in Taipei, Taichung, and Kaohsiung also highlights GVB's efforts for the Fiscal Year 2021. GVB highlighted Guam's hotels and optional tours as well as updated travel agents on GVB's airline and MICE incentives.

MARKETING

Working within a budget reduction of over 90%, the marketing department managed to grow social media followers in our source markets and launched training programs and campaigns designed to help the people and businesses of Guam. Promotions such as Protect Guam, the GVB Digital Academy, and Vax N' Win led to over 74 million impressions over the course of the fiscal year.

Once vaccines were made available to visitors, GVB launched the Guam Air V&V campaign that was well received, particularly in Taiwan. Despite a self-paid 14-day mandatory quarantine in a government-designated facility, nearly 3,000 visitors made their way to Guam, stayed on Guam for the required period between vaccinations, and then returned home to quarantine.

With limited resources, one of the marketing department's goals was to keep Guam top of mind as people dreamed of traveling again once the world reached the next normal. To make these dreams come true, in addition to social media, GVB has maintained close contact with travel agencies and airlines armed with cooperative programs ready to launch once travel restrictions from their respective countries were lifted.

RESEARCH

With the prolonged negative impacts of the COVID-19 pandemic on Guam's tourism industry, research continues to be an essential aspect in the decision-making process for our island leaders. Issues of safety and public health have become top priorities for visitors and there is greater anticipation that the global profile of travelers will continue to transform. It is the responsibility of the GVB Research Department to work with other entities to collect, analyze, and evaluate pertinent data on the visitor industry in order to provide and disseminate comprehensive statistics for the benefit of our island.

In-Country Research (Qualitative/Quantitative)

A major component to understanding our changing visitor markets is the performance of comprehensive in-country research in our source markets. To better understand the shifts in demand and potential business opportunities, qualitative in-country research built around comprehensive focus groups and target segments will assist our management team and industry leaders in strategically determining where to invest our limited resources. In addition to the in-country research, the migration of our exit surveys into an in-country quantitative report will prove to be a useful tool in planning our recovery efforts. These surveys will provide a very comprehensive look into key metrics like visitor expenditures, demographics, satisfaction levels as well as a psychographic analysis derived from their most recent experiences on Guam. With the anticipated shift in visitor profiles from our top markets due to the pandemic, it is crucial to continue to track these shifts over time.

Data Analytics Interactive Dashboard

With the implementation of an interactive dashboard into our corporate website in 2019, the Research Department provides the general public with access to valuable information at the convenience of online accessibility. By publishing the statistical information derived from the customs forms, exit surveys, and onsite consumer surveys on an interactive dashboard, businesses and local leaders can dissect key data metrics that can be used in their efforts and strategies to provide a better experience for our visitors.

Scanner and Software Maintenance

Although GVB and CQA have migrated to an electronic version of the form, we need to continue to have hard copies of the declaration form and their associated scanners as a contingency plan. Preventative maintenance for the two i700c Optimal Image scanners including parts, service, and supplies required for daily, weekly, monthly, semi-annual maintenance procedures (includes authorized scanner technician travel expenses) and on-call telephonic service. In addition, the presence of an arrival form processing clerk for the Research Department enables the scanning and auditing of the data to be efficiently up to date.



Photo by Michael Varias

Electronic Declaration Form Development, Support & Hardware

As the Guam Customs and Quarantine declaration forms continue to be the main instrument for the data collection on our visitors, GVB in collaboration with the Guam Customs and Quarantine Agency (CQA) introduced an Electronic Declaration Form (EDF) in 2021. As a direct response to the coronavirus pandemic, GVB and CQA provided a digital, touchless process for all arriving passengers to Guam. The hosting and technical support of the operations and functionality of the EDF are necessary in providing a safer, more efficient experience to both our visitors and residents. This digital entry process will improve our efforts in collecting and analyzing visitor data as it relates to our economy.

With the rollout of the Electronic Declaration Form in FY2021, there is a greater need to ensure that the hardware used in its implementation is serviced and properly replaced to avoid any interruptions in both GVB and CQA's daily operations. The use of scanning equipment and replacements of visitor kiosks will be essential as Guam migrates to this digital entry process for the next several years.



GVB WILL EXPAND ITS CURRENT RESEARCH EFFORTS TO INCLUDE SPECIALIZED/NICHE MARKET STUDIES AND SURVEYS.

Impact Studies and Reports

The major changes in our local community as well as our visitor source markets over the past couple of years have motivated the Bureau to look deeper into the overall impact these events have on our industry as well as our economy. With the establishment of an annual Tourism Satellite Account (TSA) report, GVB can closely monitor and track the overall impact visitor arrivals have on expenditures, government revenue and our local workforce. The TSA enables GVB to continue to draw comparisons and measure the overall importance the tourism industry has on the economy. In addition, measuring the attitudes and perceptions of local residents in terms of the visitor industry is another key component for GVB to determine its marketing plans and strategies.

Subscriptions, Dues and Membership

Maintaining and updating the GVB reference library through traditional and electronic methods enhances the Research Department's ability to conduct desk research. Annual subscriptions to Diio Mi market intelligence for the aviation industry, STR Global reports, Statista, UNWTO, PATA, Survey Monkey, TTRA membership are key to ensuring accurate data is being captured and reported. Further investment into global data platforms will help GVB in understanding tourism trends as every destination looks to recover.

Present & Potential Market Research

Research is the fundamental source that helps the GVB formulate its plan for the sustainability of Guam's tourism industry. The Bureau utilizes market intelligence, historical and current visitor data that takes into account changes in seasonal trends, demographics, economic changes, and current market trends. Qualitative and quantitative research in-country and on Guam allow us to better understand the drivers of visitor awareness, satisfaction, market conditions and identify potential new markets such as the Lesbian, Gay, Bi-Sexual and Trans (LGBT). As new events occur throughout the year, being able to formulate various impact studies and strategies within a reasonable timeframe is a proactive approach to understanding the implications these events will have on our visitor industry. GVB will expand its current research efforts to include specialized/niche market studies and surveys. In the efforts to understand the return on investment from the Bureau's operations, GVB will continue to administer studies that provide information that will educate and facilitate data-driven decision-making that support strategic plans, brand maintenance, brand experience, and brand management efforts.

The Research Department is committed to providing valuable data and analytics on Guam's visitor industry. In the more than twenty-plus years since its creation, the GVB Research Department has consistently implemented the core projects outlined in its enabling legislation by producing over 300 statistical reports, conducting and issuing information for more than 456 exit surveys analyzing responses of visitors from our major markets, producing reports on the visitor industry labor market, and analyzing data obtained from the arrival forms completed out by visitors.



CAPITAL ASSETS AND LONG-TERM DEBT

The Bureau is not capital intensive and therefore, significant capital asset activity did not occur in 2021, 2020 and 2019. For additional information regarding capital assets, please refer to Note 5 of the Financial Statements.

Additionally, the Bureau has no long-term borrowings. However, for additional information concerning other long-term liabilities, please refer to Notes 9 of the Financial Statements.

OUTLOOK

The outlook for Guam's tourism in 2022 is more optimistic than its predecessor. Current visitor arrival forecasts project an increase of about 111% over FY2021. This relatively conservative recovery anticipates a stronger ramp up in arrivals in the second half of the financial year. As Guam's core markets continue to approach herd immunity through vaccination efforts (Korea 86%, Japan 80% and Taiwan 77%), further easing of border restrictions and travel protocols is highly anticipated. These occurrences will enable tourism supply channels, who have remained stagnant throughout the pandemic, to gain significant stable traction in their efforts to restart activity. However, the Bureau remains under the expectation that Guam's tourism industry will take several years to recover the pre-pandemic volume achieved in FY2019.

Major tourism trade and aviation organizations like the WTTC, UNWTO, ICAO, and IATA share the common sentiment of a recovery to pre-COVID-19 levels not before 2024 at the earliest. Travel experts in a UNWTO survey were cautious in their outlook, the majority of whom do not expect a return to pre-pandemic levels before 2023. Consulting company McKinsey is projecting 70% of 2019 international visitors in 2023. And the Pacific Asia Travel Association is forecasting a "mid-range" estimate of three-quarters the 2019 volume of international visitors in 2023, or a "severe scenario" of less than half the 2019 volume.

Although tourism entities do not expect a significant return in tourism for several years, recent signs of momentum in our markets only strengthen this outlook and perhaps a potential recovery sooner. Current significant practical protocol policy to manage travel-related risk reduction measures, testing, contact tracing and vaccinations can be used to convey the promise of a safe destination experience. If these encouraging conditions hold, we can anticipate welcoming around 130,000 visitors for the year ahead.



ORGANIZATIONAL CHART

CARL T.C. GUTIERREZ
President & CEO

GERRY S.A. PEREZ
Vice President

FINANCE & ADMINISTRATION

JOSEPHINE VILLANUEVA
Director of Finance & Administration

RESEARCH

NICO A.C. FUJIKAWA
Director of Tourism Research & Strategic Planning

MARKETING

NADINE LEON GUERRERO
Director of Global Marketing

DESTINATION DEVELOPMENT

VALERIE SABLAN
Executive Secretary

JOSH TYQUIENCO
Communications Coordinator/Spokesperson

AJ ROSARIO
Web & IT Coordinator

MARIA CHRISTINE LIZAMA
Management Analyst IV

VACANT
Messenger

BEATRIX NAHLOWAA
Administrative Assistant - Finance & Administration

VACANT
Receptionist

MARC TANAG
Accountant III

VACANT
Accountant II

JUANITA SABLAN
Accounting Technician III

MARIANE DELA CRUZ
Accounting Technician III

SYDNEY RAE LEON GUERRERO
Senior Tourism Research Analyst

BRAYAN SIMSIMAN
Tourism Research Analyst

CELIA DYDASCO
Tourism Research Assistant

DERRICK CAMACHO
Tourism Research Associate

ELAINE PANGELINAN
Marketing Manager - Taiwan

GABRYEL FRANQUEZ
Marketing Manager - Taiwan

BRIAN BORJA
Marketing Manager - Air Service Development

REGINA NEDLIC
Marketing Manager - Japan

MARGARET SABLAN
Marketing Manager - Korea

MARK MANGLONA
Marketing Manager - Pacific/North America

SHARLENE GUERRERO
Marketing Manager - Philippines

ANNABEL CERTEZA
Administrative Assistant - Marketing

LINDA ALEGARBES
Marketing Associate

REGINA BOCATIJA
Marketing Coordinator - Taiwan

MAI PEREZ
Marketing Coordinator - Japan

NICOLE BENAVENTE
Marketing Coordinator - Korea

BREEANA GARRIDO
Marketing Coordinator - Pacific/North America

ERIK SALVADOR
Marketing Coordinator - Philippines

DEE HERNANDEZ
Cultural Heritage Officer

NAKISHA GARRIDO
Special Projects Officer

KRAIG CAMACHO
Community Development Officer

VACANT
Tourism Industry Relations Officer

MIRANDA MUÑOZ
Administrative Assistant - Destination Development



DESTINATION DEVELOPMENT

Collaborating with public and private institutions impacting the social, economic, and environmental dimensions of tourism is a major responsibility of Destination Development and Management. The central goal of this department is delivering and exceeding the unique visitor experience promised in the marketing message conveyed to potential visitors. And this goal is achieved by showcasing our cultural heritage, organizing exciting world class events, and good stewardship of key infrastructure facilities that add value to the visitor experience and contribute to the safety and security of visitors and residents alike.



SPORTS & EVENTS

The Guam Visitors Bureau once again was forced to shelve all plans to host and/or sponsor signature events and activities in 2021 as the spread of new COVID-19 variants Omicron, Delta and Alpha threatened the reopening of tourism despite mass vaccination efforts to control the virus in 2021.

Notable signature events such as the United Guam Marathon, Guam Micronesia Island Fair, Guam Ko'ko' Kids Festival, and Smokin' Wheels are now on its second year of cancellations with no clear indication that 2022 will allow for more outdoor events, activities and gatherings for the island community and visitors alike.

The Bureau currently continues to prioritize the safety of our island residents and visitors by cancelling of event gatherings but plans to reintroduce new and exciting signature events and activities in the near future.

CULTURAL HERITAGE, BRANDING & COMMUNITY OUTREACH

The Cultural Heritage, Branding and Community Outreach Committee is tasked to provide a glimpse of Guam's cultural experience in GVB's promotional efforts, both locally and abroad, and to promote, support and facilitate the revitalization and display of Guam's heritage, cultural values, and natural history.

- The pandemic environment provided an opportunity for GVB to deliver event experiences online to both local and international audiences. The first ever virtual Guam Micronesia Island Fair (GMIF) was held, highlighting the unique attributes of Guam and Micronesia's diverse cultural heritage. With this year's theme called the "Guam Micronesia Online Fair," the annual Guam Visitors Bureau signature



cultural event has returned with on-demand videos and content highlighting island delegations and cultural groups that can be accessed any time. Enjoy these special Guam Micronesia Online Fair performances and share them with your network of family, friends, and colleagues at www.visitguam.com/gmif2021.

- GVB was one of the representatives of a 9-member commission of local leaders and scholars through the passage of former Senator Kelly Marsh-Taitano's legislation, which established "I Estoria-ta Inetnon Estudion I Umali're' yan Umafana' I Taotao Hiyong Yan Taotao Tano." The establishment of the commission is to finally share Guam's ancestral accounts of Magellan and Elcano's circumnavigational journey that sailed them right through Guam waters in March 1521.

The Spanish navy training ship Juan Sebastian De Elcano arrived on Guam, February 26, 2021, to retrace the first circumnavigational of the globe 500 years ago.

- The World Travel & Tourism Council (WTTC) created the world's first ever global safety and hygiene stamp. The specially-designed Safe Travels stamp enables travelers to recognize destinations around the world which have adopted health and hygiene global standardized protocols.

WTTC produced new global Safe Travels protocols for use by the travel & tourism sector as best practice guidelines to help restart and speed up the recovery of the sector in the wake of COVID-19. The global protocols are designed to help rebuild confidence among travelers, and within the sector, so safe travel



WTTC PRODUCED NEW GLOBAL SAFE TRAVELS PROTOCOLS FOR USE BY THE TRAVEL & TOURISM SECTOR AS BEST PRACTICE GUIDELINES TO HELP RESTART AND SPEED UP THE RECOVERY OF THE SECTOR IN THE WAKE OF COVID-19.





can resume once restrictions are eased. The global protocols were developed in collaboration with WTTTC members, leading industry associations and international organizations and take into account the current guidelines of the World Health Organization (WHO) and the Centers for Disease Control and Prevention (CDC). The global protocols are living documents which will be updated as new information becomes available about COVID-19.

GVB serves as the official organization to advocate for the implementation of these protocols in Guam and can issue the WTTTC Safe Travels stamp to local businesses. GVB established the Guam Safe Certified x WTTTC Safe Travels marketing campaign, which endorses businesses that follow both local and global health and safety protocols.

- The Vax N' Win! campaign was created as an incentive to achieve herd immunity by getting 80% of the island's eligible adult population fully vaccinated. In line with the Governor of Guam's "Operation: Liberate Guam", the campaign's goal was to reach herd immunity by July 21, 2021, the anniversary of Guam's Liberation Day.

When the campaign launched in early June 2021, 69% of Guam's adult population was fully vaccinated. Thirteen thousand additional shots were needed in order to reach the 80% goal and therefore, an aggressive campaign was launched, providing incentives such as weekly car and \$10,000 cash giveaways as well as prizes donated by businesses around the island.

As a result of the campaign, herd immunity was achieved on July 29, 2021. More than 60,000 entries were submitted with a social media reach of over 3 million and over 104,000 clicks on the campaign landing page.

THE VAX N' WIN! CAMPAIGN WAS CREATED AS AN INCENTIVE TO ACHIEVE HERD IMMUNITY BY GETTING 80% OF THE ISLAND'S ELIGIBLE ADULT POPULATION FULLY VACCINATED.

OPERATION: LIBERATE GUAM
TO ACHIEVE FULL VACCINATION OF 80% OF GUAM'S ADULT POPULATION

VAX N' WIN!

CONGRATULATIONS TO OUR WINNERS!

Petronilo D. Rodrin
Winner of \$10,000 cash

Jose G. Unpingco
Winner of 2021 Nissan Versa SR

WINNERS OF OTHER GREAT PRIZES

Travis C. Benavente
• 1yr Wellness Collectible Membership
• 100g Purse from DCSH Guam

Hsiao Wei Yu
• 1hrk Tetro bag filled with goodies

Gley-Ann Ryne Munoz
• 100g Purse from DCSH Guam

Celine M. Topazon
• \$50 gift certificate to Island Color & Copy
• 100g Purse from DCSH Guam

Melissa Kosachi
• 100g Purse from DCSH Guam

Cathleen Peter
• 100g Purse from DCSH Guam

Aika Kay Basallote
• Gift certificate to Aika Kay Restaurant from Ralabara

Connor A. Balajadia
• Guam seal pendant and tungsten engraved Halo Adu Guam Seal Ring from Vince Jewelers

Bernadette Onedera
• One night stay at Guam Reef Hotel

Elaine C. Balmonte
• Gift certificate at Guess (GPO)

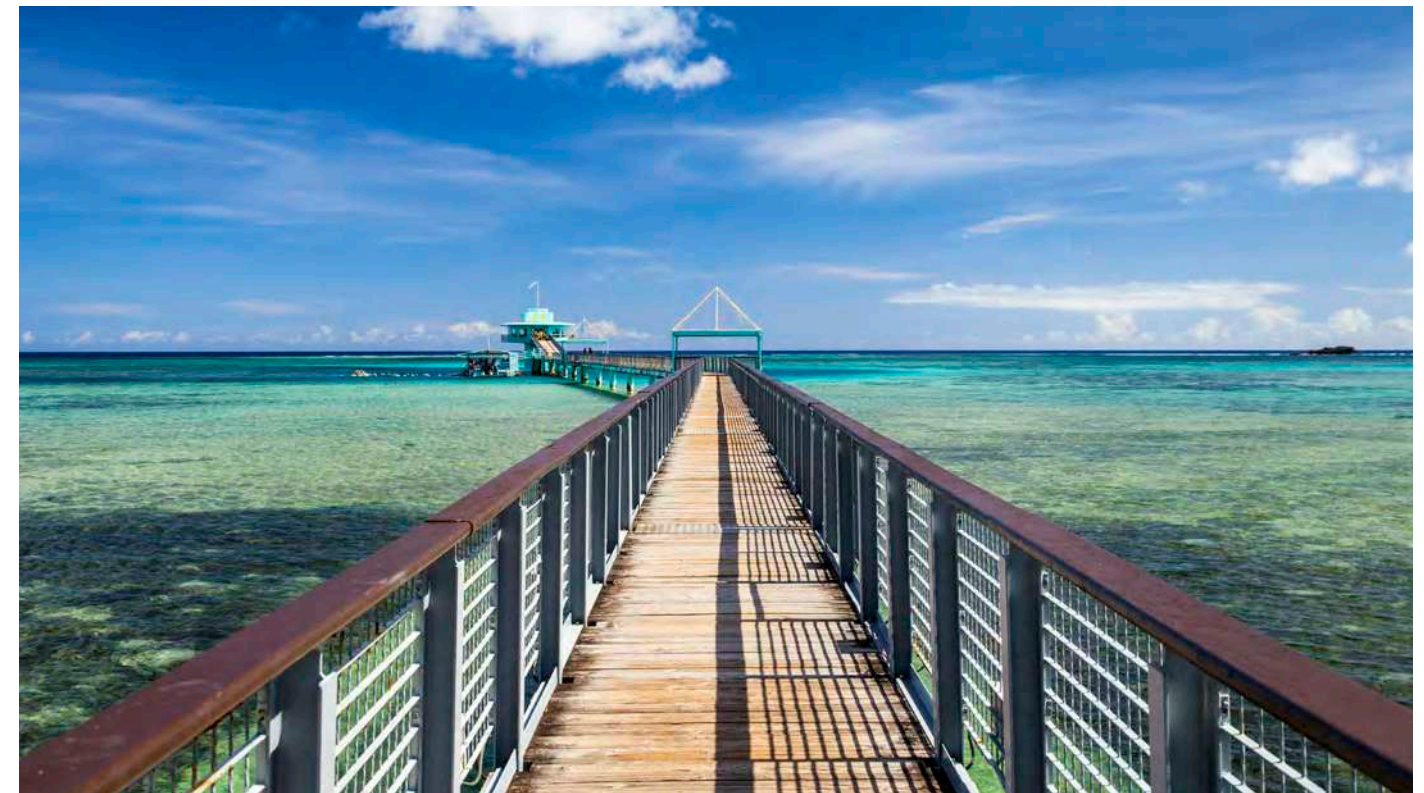
Jeremy Carganilla Agsalud
• \$500 cash from Tom Tapale

Jovani R. Perez
• 1hrk Tetro gift card from Mignonesia Mall
• Red Lobster and Outback Steakhouse gift card from Tiple J Guam
• 100g Purse from DCSH Guam

ENTER ONLINE!
www.visitguam.com/vax

Fully vaccinated Guam residents can enter for a chance to win a brand new car, \$10,000 cash, or other great prizes weekly until Liberation Day! Simply go to the site and enter the required information to be automatically entered.

Rules and regulations apply. Prizes not exactly as shown. Limited to one (1) entry per person. Duplicate entries will automatically be disqualified. Go to www.visitguam.com/vax for more information. Promo ends July 20, 2021.



DESTINATION MANAGEMENT

The objective of the Guam Visitors Bureau (GVB) Destination Management Committee (DMC) is to identify projects and programs that will enhance Guam's visitor experience and improve the quality of life for island residents. While capital improvements are necessary to reinvigorate our product, consistent and effective maintenance is just as important in keeping a safe and positive image of Guam.

DMC focuses on improving tourism infrastructure, safety, and satisfaction. Over the years, the Bureau has taken on

an increased role in the upkeep of Guam's main tourist corridor, San Vitores Road. In FY2021, GVB oversaw the maintenance of major tourist infrastructure to include San Vitores Road, Tumon and Hagåtña Bays, island roadways, Tumon bus shelters, sidewalks and tree mitigation. To guarantee quality standards, GVB contracts a Quality Assurance Inspector to ensure the protection of GVB's investment and to uphold a close relationship with GovGuam entities and the private sector to address and resolve issues, as well as an architectural and engineer consultant to oversee capital improvement projects.



Photos by Nicole Rei Aquino



Beach Cleaning Maintenance

- Beach cleaning covers the maintenance of Hagåtña Bay (from Apotguan Beach Pavilion to Onward Hotel) and Tumon Bay (from Hilton to Gun Beach). Scope of work includes mechanical and manual beach raking, trash collection, tree and ground cover trimming.

Contract Administration and Inspection Services

- The success of GVB contracts relies on a Quality Assurance Inspector to make certain that the scope of work is kept to standard. It includes overall infrastructure inspection and coordination with GovGuam agencies to ensure safety issues are addressed in a timely manner.

Anti Graffiti

- GVB has actively been involved in the anti-graffiti campaign by immediately responding to tagging of public infrastructure. Scope of work includes Pale San Vitores Road, Fujita Road, JFK Hill, Westin Hill, Carlos Camacho Road, Farenholt, Chalan San Antonio, Bishop Flores Rotunda, and Route 1 from Micronesia Mall intersection to Paseo.



Photo by Nick Rivera



Insurance Claims

- GVB, with the assistance from the Guam Police Department, collects police reports for accidents occurring along Pale San Vitores Road that damage GVB infrastructure (i.e., landscape and hardscape). If a police report is available, GVB files a claim against the insurance to recoup costs for repairs.

Island Road Maintenance

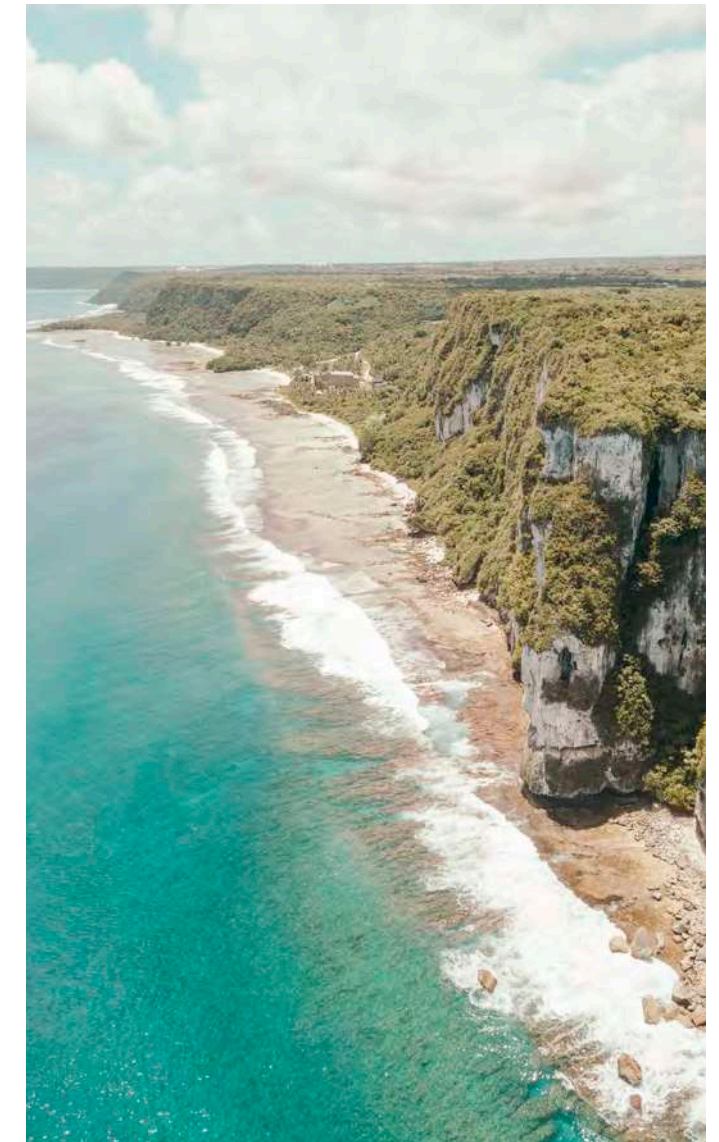
- Road maintenance covers Rt. 16 (Dededo Flea Market to Naval Station), Rt. 2A and Rt. 2 (Naval Station to Cetti Bay), Rt. 16 (Rt. 1 to Harmon McDonald's), Rt. 4 (Rt. 1-Chalan Laman, Inarajan) and Rt. 34 (Two Lovers Point). Scope of work includes trash collection, grass cutting, scraping, edging and trimming.

Planning & Architectural Engineering Services

- The A&E consultant possesses technical expertise and management capabilities to oversee capital improvement projects meant to encourage more investment into the tourist district and to spur additional economic activity for the benefit of the people of Guam.

Stormwater Management System Maintenance - Phase II: Fujita Ponding Basin

- Maintenance includes dewatering measures, the desilting of Fujita ponding basin, construction survey and staking, installation and maintenance of erosion controls, and monitoring protective measures required for the protection of the resident moorhens.



Tree Mitigation

- Proper pruning of trees along San Vitores Road to manage tree health, provide clearance, improve tree structure, and reduce the risk of branch failure. This includes the removal of trees that are dead, declining in health, have interior decay, or have roots that pose a serious threat to infrastructure.

Tumon Bus Shelters

- Maintenance of 12 bus shelters at GVB, PIC, across PIC, Fountain Plaza, across Hyatt, Pacific Bay/Churrasco, Westin, Kracked Egg, Pacific Place, Holiday Resort, SandCastle and Lotte Hotel. Scope of work includes wiping down the shelters and keeping the structures graffiti-free.

Tumon Landscape Maintenance

- Landscape maintenance covers Pale San Vitores Road from Archbishop Flores Rotunda to Lotte Hotel, including JFK and Westin hills. Scope of work includes tree and shrub trimming, grass cutting, sweeping/blowing of sidewalks, trash collection (including bus shelter trash collection).



VISITOR SAFETY & SATISFACTION

Visitor Safety & Satisfaction is tasked to address issues that directly affect the experience of our visitors. The core objective of Visitor Safety & Satisfaction is to maintain Guam's reputation as a safe destination and provide quality control measures that will ensure a positive experience for our guests that will encourage new and repeat visitors.

VISITOR SAFETY OFFICER PROGRAM

The Visitor Safety Officer (VSO) program was established in 2014 to provide the presence of concierge and safety to the foot traffic of Tumon, our tourism district. Throughout the years, the program has seen great success in perpetuating the Håfa Adai spirit to both residents and visitors while also serving as a crime deterrent.

The VSO program is a community program which serves to uphold Guam's reputation as a safe and family friendly-destination. The VSOs work to support the efforts of the Guam Police Department and the Department of Parks & Recreation's Park Patrol unit. In FY2021, the VSOs assisted in over 5,000 safety and security incidents.

The Visitor Safety Officers are frontline Håfa Adai spirit ambassadors who demonstrate our island's renowned spirit of hospitality through their presence as demonstrated by over 100,000 recorded community advisory and assistance in FY2021.



TOUR GUIDE CERTIFICATION PROGRAM

GVB monitors tour guides and tour sites throughout Guam. The Tour Guide Certification Program was formed under Public Law 23-136, requiring the training and certification of all Guam tour guides. This law requires GVB to establish guidelines regulating the conduct and operations of tour companies, inclusive of personnel. The Guam Community College conducts the instructional portion of the program, while GVB issues identification badges and handles compliance activities. To ensure efficient and effective compliance with this program, GVB has contracted a Tour Guide Enforcement Officer. Under the TGC Program we will continue to conduct instructional review and update the program based on the current needs of Guam's tourism industry.

In FY2021, GVB partnered with the Bureau of Statistics and Plans (BSP) to develop the curriculum for the first ever launch of the Marine Tour Operator certification program. The course curriculum covers professional standards, marine biology information, safety guidance, and strategies for reef-safe marine tourism. The goal of the program is to facilitate the growth of Guam's tour operators.



#GUAM EARTH MONTH CLEANUP

On Saturday, April 24, 2021, the Islandwide Beautification Task Force (IBTF), in collaboration with the Guam Visitors Bureau, hosted the Earth Month Islandwide Beautification Cleanup. The cleanup received great support from the community with a total of 17.36 tons of trash collected.





TOGETHER, WE ARE
STRONGER



MARKETING DEPARTMENT

The Marketing Department is responsible for aggregating a coherent set of messages that are segmented to generate volume, maximize yield, encourage diversification, and promote local business opportunities. Social media, communication with government officials, collaboration with industry stakeholders, and participation at trade events are the vehicles used to promote Guam as a superior alternative to the competition. And the adhesive, or brand identity, used to bring market operators, sales distribution channels, and consumers together is the differentiated attribute that make Guam stand out as a desirable travel destination.

MARKET: JAPAN

SMART GOALS

- 1 Welcome 330,000 Japanese visitors to include family, young generation, office ladies, MICE/ groups, school trips and wedding target markets.
- 2 Continue to work closely with core business partners like Japan Guam Travel Committee (JGTC) and Japan Guam Travel Association (JGTA) members.
- 3 Increase direct business opportunities with airlines and online travel agents (OTAs).
- 4 Continue to shift aggressive advertising efforts to online and social networking services to achieve increased brand awareness among target market segments.
- 5 Effectively grow social media presence by increasing the number of followers and engagement ratio.

HIGHLIGHTS

Japan arrivals for FY2021

- Due to continued flight suspensions, quarantine measures, and the spread of COVID-19 infection in Japan, the expected number of arrivals in FY2021 remained at 3,454.
- Most flights between Japan and Guam were suspended since mid-March 2020 due to the outbreak of the coronavirus.
- UA197/UA196 continued to operate, but the number of flights were reduced.
- After May, the number of visitors were on a slight upward trend compared to previous years. However, with Japan's travel risk at Level 3 and the 14-day quarantine upon arrival in Japan, increasing visitor arrivals by the end of September remained a challenge.

Tourism Expo Japan (TEJ)

- GVB participated in the Tourism Expo Japan Online sessions with B2B Sessions and more than 12 active GVB members in attendance.

Partnership with the JGTC and JGTA members

- GVB continued communication with JGTC members on a daily basis.



Air V & V Program – Tokyo American Club Monthly Magazine brochure insertion – July 1, 2021



- GVB conducted sales activities for the resumption of travel to Guam from April 27-28 and held JGTC online meetings with the Chubu, Kansai, and Kanto area members.

FIT Tour and Travel Campaign

- The FIT PCR test support campaign started in August as a way to stimulate market demand by supporting the cost of PCR testing conducted in Japan. The program was announced to travel trade including JGTC members, JATA, OTAs, and travel media.

FIT and OTA Opportunities

- To increase direct business opportunities with airlines and OTAs in creating Guam packages, GVB held online meetings and webinars regarding the Air V&V Program.

Shift to SNS and Brand Awareness

- As part of the shift from traditional media to aggressive advertising efforts, online and social networking services (SNS) were enhanced to achieve increased brand awareness among target market segments.
- 2021 was a phase period that shifted from convention to innovation with PR/SNS

GET UP AND MOVE WEBINAR GARNERED OVER 1,417 REGISTRANTS AND 1,173 ATTENDEES.

communication, which built top-of-mind brand awareness of Guam as the choice destination post COVID-19.

- Social networking campaigns were implemented to strengthen engagement with existing social networking followers and encourage follower growth.
- GVB reinstated Guam's LINE account, created Guam's TikTok account, and increased its press release distribution to more than five times a month.
- GVB improved SNS impression and engagement rates by increasing post frequency and using more emotionally-engaged images and short videos.



(Left) Get Up and Move Online Webinar/ Seminar June 29 – July 2, 2021



(Above) GVB Japan Team: GVB Japan Country Manager Hiroshi Kaneko & Shintsu SP. Co. Ltd Guam team lead by Account Director Nobuyoshi Shoji. L-R: Masato Wakasugi, Trade Director, Shoji, Kaneko (sitting), Yoshika Matsumoto, Digital Planner, Kiyomi Kawasaki, Trade Assistant, Toyohiro Adachi, Creative Director (not shown) and Yusuke Akiba, GM for GVB, Shintsu SP

The outbreak of the coronavirus in Japan made a huge impact on Guam's tourism. Airline operations were suspended since mid-March 2020 and entry restrictions to and from Japan continued due to increased infections. 3,454 Japanese tourists traveled to Guam from October 2020 to September 2021 — down 98.9% from the same period of the previous year. Additionally, the number of international flights departing from Japan's six major airports (Narita, Kansai, Haneda, Fukuoka, Nagoya and Sapporo) in May 2021 decreased by 13.9% due to Japan's continued issuance of the Travel Risk Information Level 3.

Despite the setback, GVB continued its marketing efforts with travel trade partners, airlines, and travel agencies to keep Guam top-of-mind with more branding awareness utilizing the "Get up and Move" slogan and #HereWeGuam. Due to the decrease of package sales to Guam, the Bureau utilized communication through Japan Guam Tourism Council (JGTC) members and OTAs to promote FIT tour packages. The quarantine measures in Japan posed a challenge, but it did not slow down progress.

The FIT Tour & Travel campaign launched during the fiscal year's 4th quarter, which aided travelers with the cost of PCR tests. This was effective in stimulating travel for a short period of time. Additionally, GVB continued to promote the Air V&V program.

The GVB Japan team participated in several webinars with JATA and organized Guam's own "Get Up and Move" online webinar in August, which garnered over 1,417 registrants and 1,173 attendees. In April 2021, Shintsu SP Co. Ltd. was selected as GVB's new marketing representative to assist

with Guam's pandemic approach and the introduction of the #HereWeGuam marketing campaign that would bring Guam into the year 2022.



SNS FY2021 Activities on Instagram, Tabimuse, GVB Japan website, and TikTok

DESPITE THE SETBACK, GVB CONTINUED ITS MARKETING EFFORTS WITH TRAVEL TRADE PARTNERS, AIRLINES, AND TRAVEL AGENCIES TO KEEP GUAM TOP-OF-MIND.



FIT & PCR Testing Campaign IG posts – November 2021

MARKET: KOREA

SMART GOALS

- 1 Keep Guam top of mind and grow engagement on SNS platforms**
 - Develop a cohesive branding strategy across all SNS platforms and campaigns.
 - Share pertinent travel information about Guam to Korean consumers.
 - Promote the WTTTC Safe Travels x Guam Safe Certified establishments.
 - Conduct events and repost UGC content.
 - Work with influencers and media to promote Guam through their SNS platforms.
- 2 Grow service out of Korea from 1x weekly to 4x weekly**
 - Jin Air continuously provided 1x weekly service via Incheon since May 2020.
 - T'way resumed 1x weekly service via Incheon on July 31, 2021.
 - Korean Air resumed 1x weekly service via Incheon on August 6, 2021.
 - Jin Air increased flight frequency to 2x weekly via Incheon on August 6, 2021.
 - GVB continued to collaborate with airline carriers and their travel agent partners to regain seat capacity to Guam.
- 3 Launch Guam safe travel packages with travel agents**
 - Support travel agents by conducting Guam pre-sale promotions and sales contests.
 - Support travel agents, TV home shopping, social commerce promotions, and website promotions.
 - Launch Guam safe travel packages with WTTTC Safe Travels x Guam Safe Certified hotels and restaurant partners.



Give Us A Moment: Guam Online Exhibition

AT A GLANCE

- 0 TRAVEL TRADE FAM TOURS
- 4 TRADESHOWS/ CONVENTIONS
- 3 SEMINARS/ WORKSHOPS
- 3 COOPERATIVE PROJECTS
- 0 MEDIA FAM TOURS
- 3 ONLINE PROMOTIONS

FY 2021
2,063
TOTAL ARRIVALS

- 99.4% from last year
FY 2020
325,109
TOTAL ARRIVALS

MEDIA EXPOSURE

TRADITIONAL (TV, BILLBOARD, & PRINTED)	\$1,766,000
ONLINE (ONLINE, OTA)	\$3,944,000
TOTAL	\$5,710,000

HIGHLIGHTS

Give Us A Moment: GUAM Online Exhibition

GVB conducted the Give Us A Moment: GUAM Online Exhibition to give visitors an opportunity to learn about Guam and explore its offerings in the comfort of their homes. In line with the 'Untact' trend, the exhibition included photos and videos of Guam so visitors could enjoy the island's beauty virtually.

Asia Pacific MICE Business Festival

Asia Pacific MICE Business Festival is an annual event hosted by the Korea MICE Association. GVB provided collateral materials and giveaways for the event. In addition, President Gutierrez gave video remarks at the reception.

Brand USA Webinar

President Gutierrez gave remarks at the Brand USA webinar to over 300 attendees, highlighting Guam's vaccination status, WTTC Safe Travels x Guam Safe Certified stamp, and travel & safety protocols.

tvN Monthly Connect

President Gutierrez was also interviewed on tvN's talk show program "Monthly Connect." tvN reached out to GVB to discuss updates on Guam, entry protocols, and safety, as a preferred travel destination after the COVID-19 pandemic in Korea.



tvN Monthly Connect



Brand USA Webinar



Asia Pacific MICE Business Festival

FY2021 remained a challenging year for travel and tourism in South Korea. Korea outbound was 1,034,438 pax as of September 30, 2021, a 164.6% decrease compared to the previous year. At the beginning of the fiscal year, South Korea came down from its second wave of COVID-19. Cases spiked during the Chuseok holiday and peaked around Christmas, resulting in South Korea's third wave.

By February 26, 2021, South Korea started its aggressive vaccination rollout plan with the goal to achieve herd immunity of 70% by November 2021. The majority of the population were to receive the AstraZeneca vaccine. As of September 30, 2021, 76% or 39 million residents had received their first dose of a vaccine and 49.1% or 25.17 million were fully vaccinated. Although more of the population were getting vaccinated, daily infections rose as the Delta variant spread across the country. South Korea experienced its fourth wave of COVID-19 infections in August 2021.

The struggle to contain the virus and delays in vaccinations urged people to postpone overseas trips and take extra precautions. Airlines tried to show movement to Guam, but applications were disapproved by the Ministry of Land, Infrastructure, and Transportation due to ongoing infections. Throughout the pandemic, Jin Air provided weekly service to Guam carrying essential cargo, returning residents, and green-card holders. On July 31st, Tway resumed weekly flights to Guam via Incheon. Korean Air also resumed weekly flights via Incheon on August 5th. Additionally, Jin Air increased their flight frequency to two times a week that same day.

GVB worked closely with airline and travel agent partners to prepare sales toward the Chuseok holiday in September. Unfortunately, many charter flights were canceled due to the unsettled situation in South Korea.

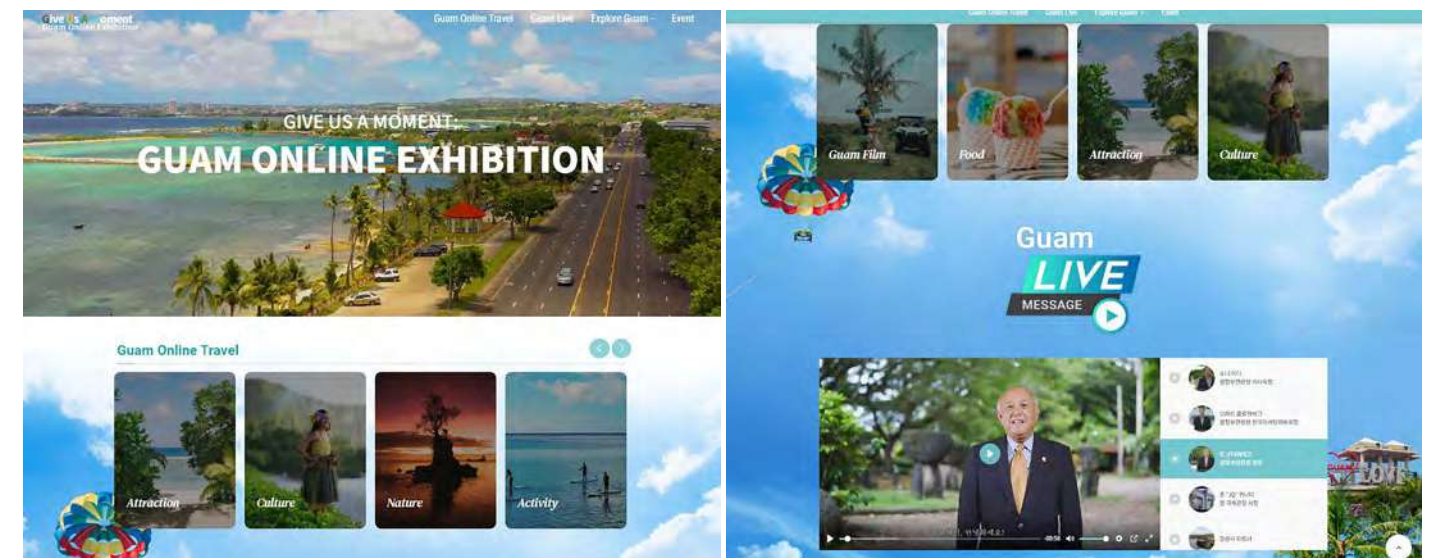
Throughout the pandemic, GVB continued to communicate with travel trade partners on promotions to recover market. However, there was no opportunity to conduct active sales and marketing programs due to ongoing infections. GVB focused on 'top of mind' marketing to retain consumer loyalty by staying active on social media and sharing pertinent travel information.

GVB hosted Give Us A Moment: GUAM Online Exhibition, which garnered 218,000 visits and over 155,000 impressions over two weeks in November. The B2B and B2C event provided the opportunity to learn about Guam, travel updates, safety protocols, and product offerings. The exhibit featured digital assets of Guam so participants could view Guam virtually online.

In addition, GVB participated in the Asia Pacific MICE Business Festival on April 29, 2021. President Gutierrez provided congratulatory video remarks, highlighting Guam as a safe travel destination and welcoming MICE business back to Guam. GVB also participated in Brand USA's webinar on June 16, 2021 and exclusively conducted a Guam webinar to update target travel trade partners on Guam's vaccination status, entry protocols, and WTTC Safe Travels x Guam Safe Certified businesses on Guam. On July 5, 2021, President Gutierrez conducted an interview on the popular TV talkshow "Monthly Connect" and discussed Guam's current entry protocols, vaccination rate, and additional travel information for the Korean audience.

GVB anticipates that Guam will be the top international travel destination for many Koreans after the pandemic due to Guam's success in achieving herd immunity. In addition, Guam's safe protocols, short travel time, and natural beauty are positive factors that attract many Koreans.

GIVE US A MOMENT: GUAM ONLINE EXHIBITION TO GIVE VISITORS AN OPPORTUNITY TO LEARN ABOUT GUAM



MARKET: NORTH AMERICA

SMART GOALS

- 1 Increase visitor arrivals to 95,000.
- 2 Develop a solid working relationship with at least five new USA travel wholesalers, dive wholesalers, and MICE buyers to actively sell Guam.
- 3 Attend the following B2B trade and consumer shows: IPW Travel Show, DEMA, IMEX America and IGLTA Convention.
- 4 Generate \$1 million in media value.
- 5 Work with worldwide U.S. military organizations to promote Guam.

HIGHLIGHTS

- GVB participated in the Naval Base Guam Area Orientation Brief/Intercultural Relations (AOB/ICR) Resource Fairs, which has taken place twice a month since September 2021. GVB exhibited and shared information with newly arriving military personnel and their families about Guam and special offers from the GVB membership.
- GVB partnered with Military.com, Stars & Stripes, and MWR Guam to target active military personnel and their families, veterans, and contractors.



GVB Exhibit at the AOB/ICR Fairs at Naval Base Guam

AT A GLANCE

6 TRADESHOWS/
CONVENTIONS

0 TRAVEL TRADE
FAM TOURS

5 SEMINARS/
WORKSHOPS

3 COOPERATIVE
PROJECTS

0 MEDIA
FAM TOURS

1 ONLINE
PROMOTION

FY 2021

32,387

TOTAL ARRIVALS

- **27%** from
last year

FY 2020

44,345

TOTAL ARRIVALS

MARKET: PACIFIC



GVB Participated in the Virtual PATA Travel Mart, one of the key travel trade event in the Asia Pacific region.

SMART GOALS

- 1 Increase visitor arrivals to 45,000.
- 2 Market and promote Guam as a world-class destination by participation in at least four (4) key international trade and consumer shows.
- 3 Continue to be involved in PATA International and PATA Micronesia through participation in signature travel events, such as the PATA Travel Mart, PATA Annual Summit, Destination Marketing Forum, and PATA Adventure Travel Mart.
- 4 Maintain relationships with travel trade industry members through partnerships, collaborations, advertising opportunities, and Guam Product Updates.
- 5 Increase activity in online and social media platforms with the PATA Micronesia Chapter.

HIGHLIGHTS

- Vice President Gerry Perez participated as a key presenter at the PATA Government Roundtable event "COVID-19 Destination Recovery Insights Exchange" sharing GVB's three (3) strategic initiatives that allowed for the resumption of travel.
- President Carl T.C. Gutierrez attended the Palau Independence Day Ceremony in the Republic of Palau and met with the Honorable Ngiraibelas Tmetuchl, the Minister of Human Resource, Culture, Tourism and Development, to discuss air service opportunities and joint marketing promotions.



GVB Vice President, Gerry Perez, participated as a key presenter at the PATA Government Roundtable event "COVID-19 Destination Recovery Insights Exchange"

AT A GLANCE

2 TRADESHOWS/
CONVENTIONS

0 TRAVEL TRADE
FAM TOURS

6 SEMINARS/
WORKSHOPS

0 COOPERATIVE
PROJECTS

0 MEDIA
FAM TOURS

0 ONLINE
PROMOTION

FY 2021

6,387

TOTAL ARRIVALS

- **236%** from
last year

FY 2020

21,473

TOTAL ARRIVALS

MARKET: PHILIPPINES

SMART GOALS

- 1 Raise awareness about Guam, its CHamoru culture, and what travelers from the Philippines can expect from the island.
- 2 Amplify Guam as the next travel destination to consider by building up interest for local events.
- 3 Solidify Guam as a choice travel destination for travelers from the Philippines.
- 4 Increase social media following by 5% among all of GVB Philippines' social media channels.
- 5 Increase annual website traffic from Philippine audience to visitguam.com by 10% for higher chances of consideration for travel to the island from Filipino and United States expat travelers.



Know Before You Go! Safe Travel in the New Normal Event Group Photo



Know Before You Go! Safe Travel in the New Normal Event Hosted by PTAA – 20 March 2021

HIGHLIGHTS

- Conducted three (3) webinars for travel industry.
- Participated in the “Know Before You Go! Safe Travel in the New Normal” travel trade event organized by the Philippine Travel Agencies Association (PTAA).
- Provided product updates for key travel trade partners during United Airlines and PTAA webinar.
- Generated over 1,000 leads for Air V&V program.
- Organized out of home advertising for Air V&V program in key cities:
 - Bonifacio Global City (2,657,010 passenger count per month | 1,328,505 vehicular count per month).
 - Makati City (1,189,744 passenger count per day | 594,872 vehicular count per day).
 - Cebu City (315,001 passenger count per day | 157,500 vehicular count per day).

AT A GLANCE

1 TRADESHOWS/
CONVENTIONS

0 TRAVEL TRADE
FAM TOURS

0 COOPERATIVE
PROJECTS

5 SEMINARS/
WORKSHOPS

0 MEDIA
FAM TOURS

3 ONLINE
PROMOTIONS

FY 2021

2,262

TOTAL ARRIVALS

- 75.79% from last year

FY 2020

9,344

TOTAL ARRIVALS

DIGITAL MEDIA EXPOSURE	
TRADITIONAL	SEE HIGHLIGHTS
ONLINE	\$84,651.50

WEB, SOCIAL & PAID		
IMPRESSION	CLICKS	CONVERSIONS
2,523,293	54,873	1,139

MARKET: TAIWAN



Group photo with long-stay Air V&V participants at the Pacific Islands Club in August 2021.

SMART GOALS

- 1 Increase yield.
- 2 Strengthen Guam's social media presence.
- 3 Develop the MICE, golf, and adventure sports markets.
- 4 Develop FIT market.
- 5 Increase flights and develop new airline service.
- 6 Grow the central and southern Taiwan market.
- 7 Work closely with TECO on Guam to promote ticket sales.



Air V&V logo designed by Glimpses of Guam, Inc.

AT A GLANCE

1 TRAVEL TRADE
FAM TOURS

1 COOPERATIVE
PROJECTS

12 SEMINARS/
WORKSHOPS

4 TRADESHOWS/
CONVENTIONS

0 MEDIA
FAM TOURS

106 ONLINE
PROMOTIONS

FY 2021

2,253

TOTAL ARRIVALS

- 78.92% from last year

FY 2020

10,691

TOTAL ARRIVALS

DIGITAL MEDIA EXPOSURE	
TRADITIONAL	\$4348,883.6
ONLINE	\$71,323,333
COMBINED (PRINT & ONLINE)	\$75,672,216.6

WEB, SOCIAL & PAID		
IMPRESSION	CLICKS	CONVERSIONS
4,001,204 (SOCIAL) 65,701 (PAID)	43,346 (SOCIAL)	N/A

HIGHLIGHTS

- Promoted the Guam Taiwan Office to engage in matters beyond tourism, such as economic development, airport relations, and cultural exchange.
- Celebrated the reopening of the Taipei Economic and Cultural Office (TECO) on Guam.
- Partnered with TECO to promote an island-wide art drawing contest, in which students created art pieces to illustrate the great friendship between Taiwan and Guam.
- Worked with EVA Air, Lion Travel, and Phoenix Tours to arrange charter flights for Taiwanese visitors to Guam for the Air V&V program.
- Recorded 412 mentions about Guam's Air V&V program in TV, newspapers, magazines, and social media, creating an exposure worth more than \$4.5 million in media value.
- Received more than 2,300 visitors from Taiwan in July and August for the Air V&V program.
- Welcomed 119 pax from ADATA Technology in July, the very first MICE group to visit Guam since the COVID-19 outbreak.
- Partnered with local tourism partners to host the "Get Up And Move" webinar — an online event for nearly 300 travel agents in Taipei, Taichung, and Kaohsiung. GVB highlighted Guam's hotels and optional tours as well as updated travel agents on the GVB's airline and MICE incentives.



Officials from the American Institute in Taiwan visiting the Guam booth at the Taipei International Travel Fair in October 2020.



A joint humanitarian and medical mission charter flight from Guam to Taiwan through China Airlines in January 2021.



GVB, GIAA, TECO, and the Guam Basketball Confederation welcoming the Chinese Taipei basketball team for the FIBA Asia Cup Qualifiers in August 2021.



GVB welcoming EVA Air charter flight for the Air V&V program in July 2021.

- Participated in four trade shows — Taipei International Travel Fair, Kaohsiung Winter International Travel Fair, Spring Travel Fair, and Taichung International Travel Fair — to raise Guam's brand awareness.
- Increased GVB Taiwan's social media following by nearly 5,000 fans on both Facebook and Instagram.
- Held several online lucky draw events throughout the year, reaching approximately 10,000 people.
- Attended year-end parties for travel agent associations as well as the Taiwan Visitors Association 64th Anniversary Ceremony and the Austronesian Forum to maintain close relationships with trade partners.
- Attended more than 10 trade meetings and events to promote Guam as a travel destination, with organizations such as the Association of National Tourism Office Representatives (ANTOR), Discover America, American State Offices Association (ASOA), and the American Chamber of Commerce in Taipei (AmCham).
- Frequently visited the American Institute in Taiwan, AmCham, ASOA, several airlines, and various travel agencies to explore cooperative opportunities and the development of new Guam routes.



Group photo with long-stay Air V&V participants at the Hyatt Regency Guam.



Vax Clinic located at The Plaza Guam.

GLOBAL DIGITAL & SOCIAL MEDIA

OPERATION: LIBER8GUAM
TO ACHIEVE FULL VACCINATION OF 80% OF GUAM'S ADULT POPULATION

GUAM VISITORS BUREAU

VAX WIN! GUAM

GET YOUR SHOT FOR A CHANCE TO WIN BIG PRIZES!

WIN \$10,000 CASH WEEKLY! WE'RE GIVING AWAY A new car EVERY WEEK!

Social Media post created by Glimpses of Guam, Inc.



#ProtectGuam campaign collaboration with local KOLs

SMART GOALS

- 1 Launch #ProtectGuam Campaign to reach the local population and encourage them to do their part to protect Guam.
- 2 Launch the GVB Digital Academy to empower Guam workforce transformation.
- 3 Launch the VAX N' Win Campaign to increase Guam's vaccination rate and achieve herd immunity.
- 4 Launch the Guam Air V&V promotion in Southeast Asia.

GUAM AIR V&V PROMOTION GARNERED 21 MILLION AD REACH AND 45 MILLION AD IMPRESSIONS.

AT A GLANCE

- 8 SPECIAL MONITORING MONTHLY REPORT (COVID-19)
- 1 STRATEGY REPORT
- 7 TRAINING (DIGITAL ACADEMY)
- 5 GLOBAL CAMPAIGN DEVELOPMENTS (TRAVEL TALKS, STAYCATION, ETC.)

MEDIA EXPOSURE	
TRADITIONAL & ONLINE	0
ONLINE	0

74,062,686
IMPRESSIONS

380,742
CLICKS

HIGHLIGHTS

#ProtectGuam Campaign

- Digital Promotions Analytics: 5,142,245 ad reach, 12,862,686 ad impressions, 50,508 ad clicks, and 6,214 Covid Alert app downloads.
- KOL Partnerships: 391,383 reach, 25,553 post likes, 1,522 post comments, and 542 shares.

GVB Digital Academy

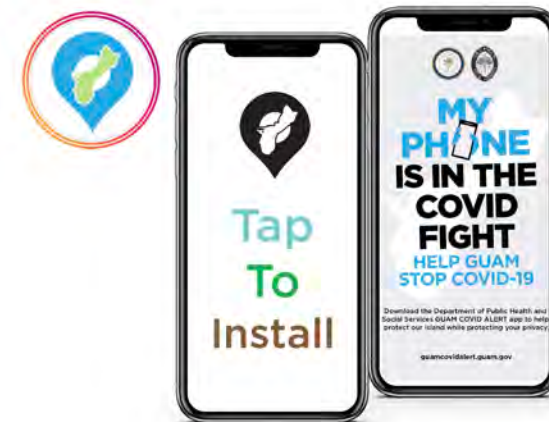
- A total of seven (7) trainings organized with 658 attendees.

Vaccination and Vax n' Win Campaign

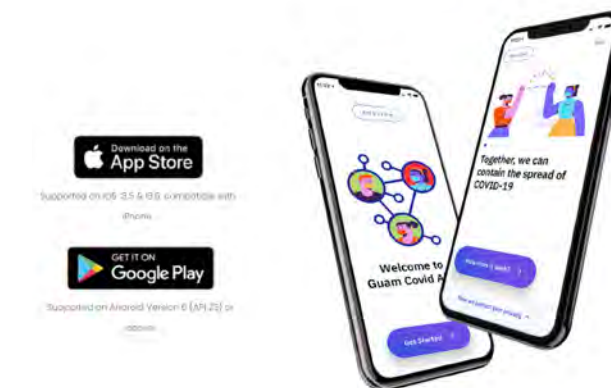
- Campaign Digital Paid Promotions: 2.99 million ad reach, 16.2 million ad impressions, 104,234 ad clicks, 661,000 YouTube ad views, 646,000 social media video views, 3,198 Covid Alert app downloads, 128,453 landing page views and vaccination rate reached over 80% by the end of the campaign.

Guam Air V&V Promotion

- 21 million ad reach, 45 million ad impressions, 226,000 ad clicks, 177,997 land page views, and 113,229 users.



#ProtectGuam App download campaign to encourage residents to download the app and educate the public of the importance of contact tracing technology



Digital Academy

GVB Digital Academy Webinar Series #2

E-Commerce 101 - Understanding Digital Consumers

Hosted by **Guam Visitors Bureau**
Mar 3, 2021
10:00 AM - 11:30 AM

FREE for GVB & GHRA Members

Not a GVB/GHRA member? Please contact taylor.pangilinan@visitguam.org on how to register for the event.

A two-part series designed to give you the basic knowledge of online businesses and how to start one during the pandemic.

QR Code

GVB Digital Academy Webinar Series 1 of 7

GET YOUR SHOT FOR A CHANCE TO WIN A 2021 Kia Soul + \$10,000

VAX WIN! GUAM

Vaccination and Van N' Win Campaign creatives encouraging the public to get vaccinated in order to reach herd immunity.



#ProtectGuam campaign creatives to bring awareness of mask wearing and social distancing as an important public health vehicle to reopen Guam's economy.



TOGETHER, WE ARE
FEARLESS



Photo by Alfred Martin Cunan

GVB's 2020 digital initiatives continued strong into the new fiscal year. The global websites maintained their positions as effective platforms for disseminating COVID19-related announcements for source markets Japan, Korea and Taiwan as well as the local population. There were several major accomplishments in FY2021 relating to digital transformation and facilitation.

January 2021 • #ProtectGuam

In January 2021, GVB launched the island's newest campaign, #ProtectGuam, to further promote current health and safety protocols and encourage the local community to do their part in the fight against COVID-19.

Similar to the #InstaGuam campaign, participants had the opportunity to win \$100 by posting their photos to social media with the #ProtectGuam hashtag or uploading their entries to visitguam.com/protectguam via its direct uploader feature.

The themes for each contest featured wearing a mask, showcasing Guam's heroes, staying active and healthy during this pandemic, and protecting Guam. GVB selected 10 winners with the best user-generated content for each contest. The Bureau also enlisted the help of several local Key Opinion Leaders to spark more involvement from the community and promote the Guam COVID Alert App.



February 2021 • Board of Directors Election goes online

2021 was an election year for the GVB Board of Directors by the GVB Membership. COVID-19 restrictions and other public health directives presented the opportunity for the Bureau to conduct its very first online election. Information on candidates for the 2021 election were made available to voters online via the Bureau's corporate website.

An online voting platform was utilized to register the voters, administer the election and finalize election results. Measures were in place to protect the validity of the election process, while various online tools within the platform provided the means to certify the results at the end of the election.

Because of the overall acceptance of the process and its ultimate success, the Bureau will be utilizing the same platform for its future board of directors elections.



February 2021 • GVB Digital Academy

The Bureau introduced the GVB Digital Academy in an effort to help Guam's travel, tourism and hospitality businesses transform into digital-ready organizations.

The mission is to empower Guam's industry workforce with the latest digital skills, techniques, and strategies to stay current with the evolving economy in how customers connect, share, and purchase during the COVID-19 era.

The digital academy featured monthly online training workshops free for GVB and Guam Hotel & Restaurant Association (GHRA) members. The academy offered live instructor-led classes with fun interaction, Q&A, and online networking opportunities.

GVB hosted its first pilot workshop with Run The World, a virtual event platform from Silicon Valley. Nearly 100 attendees learned how to design, promote, and make money out of hosting virtual experiences such as online cooking lessons, yoga classes, craft sessions and more. Another workshop in the series, E-Commerce 101 - Understanding Digital Consumers, provided an in-depth look at how technology can be used for selling products and services online.

March 2021 • Guam Safe Certified & WTTC Safe Travels

In March, GVB partnered with the University of Guam and the World Travel & Tourism Council (WTTC) to launch a new program designed to feature businesses and organizations whose safety protocols and guidelines were in compliance with Guam's public health department. The Guam Safe Certified is the official local designation, which identifies establishments that have the utmost compliance, care, and pride in following these safety guidelines. The World Travel & Tourism Council (WTTC) created the world's first ever global safety and hygiene stamp. The specially designed Safe Travels stamp enables travelers to recognize destinations around the world which have adopted health and hygiene global standardized protocols.

GVB serves as the official organization to advocate for the implementation of safety protocols in Guam and to issue



the Safe Travels stamp to local businesses who qualify. Qualified businesses can use the logos on their websites, emails, and digital channels.

The Bureau implemented an online form via its corporate website to collect applicant information, logos, and safety protocols/plans. The plans would be reviewed and approved by Guam's public health department. Once approved, the applicants were made available of the Safe Travel logos and branding kits online via download.

All certified businesses and organizations were also featured online via the Bureau's four global websites, in English, Japanese, Korean and Traditional Chinese.



March 2021 • Custom Declaration Form Goes Paper-less

GVB collaborated with the Customs and Quarantine Agency (CQA) and the Guam International Airport Authority (GIAA) to design, develop and deploy the Guam Electronic Declaration Form (EDF). The EDF replaces the required paper declaration forms passengers have to fill out upon arrival.

All arriving passengers can now complete the required electronic forms before entering Guam with the new platform. Their information is easily made available via QR code that Guam Customs officers can scan and retrieve for review and inspection.

An entire CAT6A network infrastructure was implemented for the EDF and featured various hardware and software including redundant routers, firewalls, switches, scanners, kiosks and thermal printers. A 100Mbps fiber internet backbone supports the new network and provides a stable, reliable connection for the EDF system and its peripheral systems, including several kiosks throughout the arrivals and baggage claim area, Wi-Fi enabled tablets for the roving customs officers and hardline connections for the new computer terminals at the inspection counters.

Guam was one of the first in the world to offer new traveler technology and officially launched the website for the EDF in March 2021. The first phase of the program had passengers in specific flights fill out the EDF through designated kiosks in the baggage claim area of the airport. Phase 2 introduced website and mobile access. All arriving passengers to Guam are able to fill out the EDF on their personal computers or mobile devices up to 72 hours prior to their arrival on Guam. GVB encourages all travelers to take advantage of the three-day eligibility window prior to boarding for a completely touchless entry process with CQA.

June 2021 • Air V&V

The Air V&V Program was developed by the Bureau to encourage visitors 12 years and older to get a COVID-19 vaccine while vacationing in Guam. Participants were able to choose from travel and tour packages that were developed in collaboration with Guam's travel trade, hotel, and tourism partners. The program featured a specific landing page on GVB's global sites in English, Japanese, Korean and Traditional Chinese.



August 2021 • GVB Membership Online Payments

In an effort to promote social distancing and contending with sudden lockdowns, GVB deployed online payment capability for its members to renew their annual membership safely. Members were given the option to renew their membership securely with their credit card by logging in to their assigned GVB Membership Extranet online accounts. Invoices were readily available online along with electronic receipts for payments made.

August 2021 • Tour Guide Certification Online Testing Platform

GVB's destination management deployed an online course and testing platform for tour guides seeking certification. The online system provided for registration for the tour guides, with a backend for the tour guide inspector to manage test outlines, questions and results. The course curriculum covers professional standards, marine biology information, safety guidance, and strategies for reef-safe marine tourism. The goal of the program is to facilitate the growth of Guam's tour operators.

The Marine Tour Operator certification program is a self-paced, online course. Upon completion of the course, participants take an exam via the online platform to become an official GVB marine tour operator.

August 2021 • Guam Micronesia Island Fair (GMIF)

The annual GVB signature cultural event, the Guam Micronesia Island Fair (GMIF), went virtual in 2021 to celebrate the vibrant cultures of Micronesia. Called the "Guam Micronesia Online Fair," it featured on-demand videos and photos highlighting special performances by island delegations and cultural groups that can be accessed at any time via GVB's global websites.

September 2021 • #InstaGuam

GVB brought back its weekly #InstaGuam photo and video contest for 2021. The contest was part of GVB's popular #InstaGuam theme that promoted Guam as an 'instant' destination from its major source markets while encouraging local residents and visitors to create their own story-driven content through the power of social media. The #InstaGuam hashtag has also grown to over 210K posts over the past three years since the original campaign launched in 2018.

GLOBAL WEBSITES PERFORMANCE, FISCAL YEAR END SUMMARY

COVID-19 continues to have a huge impact on user search interest in traveling to Guam. The Japan site was particularly hard hit and still struggling to see recovery though content reflecting new hotels and properties tended to perform well.

The English site performed quite well, experiencing a strong lift in organic traffic beginning in April 2021 and continues to perform well. The Korea site is still trailing behind FY2019/2020, though is a little further along in traffic recovery compared to the Japanese site. And finally, the Taiwan site experienced huge growth in organic traffic beginning in June 2021 and continued to perform well through the end of the fiscal year.

Looking forward to FY2021/2022, the English site continues to perform well, growing over the previous year in organic search traffic.

The Japan site was beginning to show signs of improvement at the end of the fiscal year, though it was somewhat dependent on new content featuring updates as travel to Guam from Japan is slower to recover. The Taiwan site continues its organic growth pattern toward the end of the year, while the Korea site performed very well in organic search throughout the fiscal year and likely will remain positive.



Photo by Taro Boyd

New Initiatives for 2022

The outlook for FY2022 includes various hardware considerations as well as new digital initiatives. Stable, robust internet connectivity remains paramount for the Bureau, as virtual meetings and presentations have only increased and upgrading the bandwidth for the redundant fiber connections will be addressed at the beginning of the new fiscal year. New hardware and more accessibility for employees while working from home will also be another consideration.

The redesign and development of GVB's corporate website GUAMVISITORSBUREAU.COM was originally planned for FY2020. It will remain a top priority for FY2022.

Implementation of various cyber policies will be important for the Bureau as the digital transformation continues to move forward during the third year of the pandemic.

Unified communications will also be yet another strategy in competing in the industry as the region looks forward to opening up again for visitors.





RESEARCH & STATISTICS

As Guam's tourism industry continues to change, research has become a more essential component in the decision-making process for our island leaders. The rise of the secondary Korean market coupled with the genesis of low-cost carriers (LCCs) has diversified our visitor profiles considerably. It is the responsibility of the GVB Research Department to work with other entities to collect, analyze, and evaluate pertinent data on the visitor industry in order to provide and disseminate comprehensive statistics for the benefit of our island.

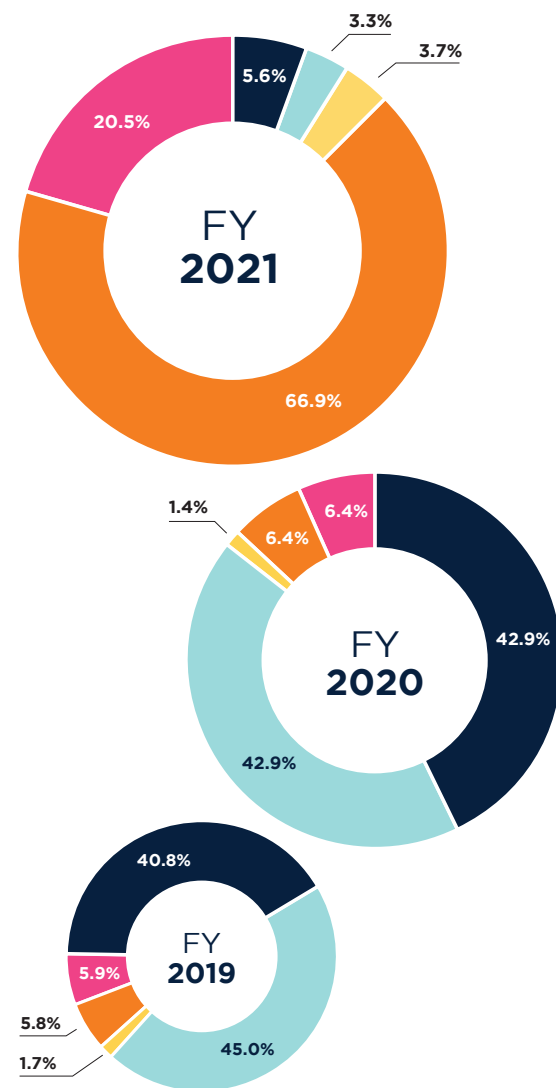
In the more than thirty years since its creation, the GVB Research Department has consistently implemented the core objectives outlined in its enabling legislation by producing over 300 statistical reports, conducting and issuing information for more than 456 exit surveys analyzing responses of visitors from our major markets, producing reports on the visitor industry labor market, and analyzing data obtained from the arrival forms filled out by visitors.

FISCAL YEAR ARRIVALS BY ORIGIN

AIR ARRIVALS	2020	2021	% CHANGE LY	VISITOR MIX
Japan	324,574	3,454	-98.9%	5.6%
Korea	325,109	2,063	-99.4%	3.3%
Taiwan	10,691	2,253	-78.9%	3.7%
China P.R.C.	4,287	124	-97.1%	0.2%
U.S. Mainland	48,263	41,239	-14.6%	66.9%
CNMI	10,318	3,178	-69.2%	5.2%
Palau	1,959	314	-84.0%	0.5%
FSM	7,254	2,486	-65.7%	4.0%
RMI	645	49	-92.4%	0.1%
Philippines	9,344	2,262	-75.8%	3.7%
Australia	1,297	360	-72.2%	0.6%
Europe	1,116	697	-37.5%	1.1%
Hong Kong	1,226	31	-97.5%	0.1%
Russia	996	67	-93.3%	0.1%
Singapore	493	914	85.4%	1.5%
India	104	153	47.1%	0.2%
Malaysia	159	25	-84.3%	0.0%
Other/Unknown	4,027	1,014	-74.8%	1.6%
Air Arrivals	751,862	60,683	-91.9%	98.5%
Sea Arrivals	5,523	924	-83.3%	1.5%
TOTAL ARRIVALS	757,385	61,607	-91.9%	100.0%

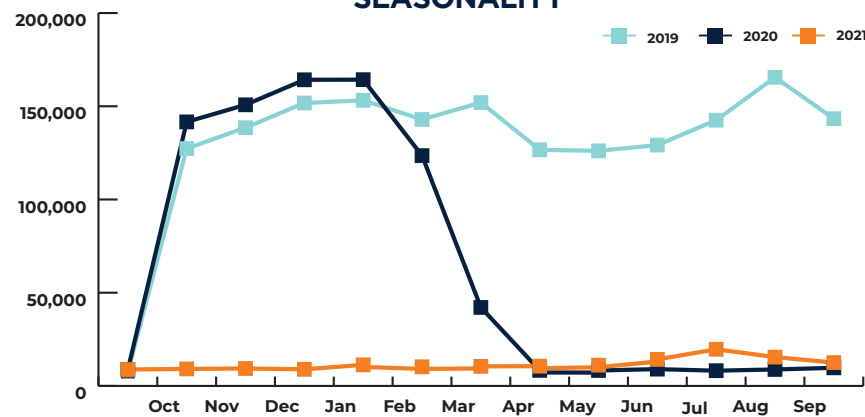
Source: Guam Customs Declaration Forms. Processed by the Guam Visitors Bureau

VISITOR MIX



- U.S. MAINLAND
- TAIWAN
- KOREA
- JAPAN
- OTHER

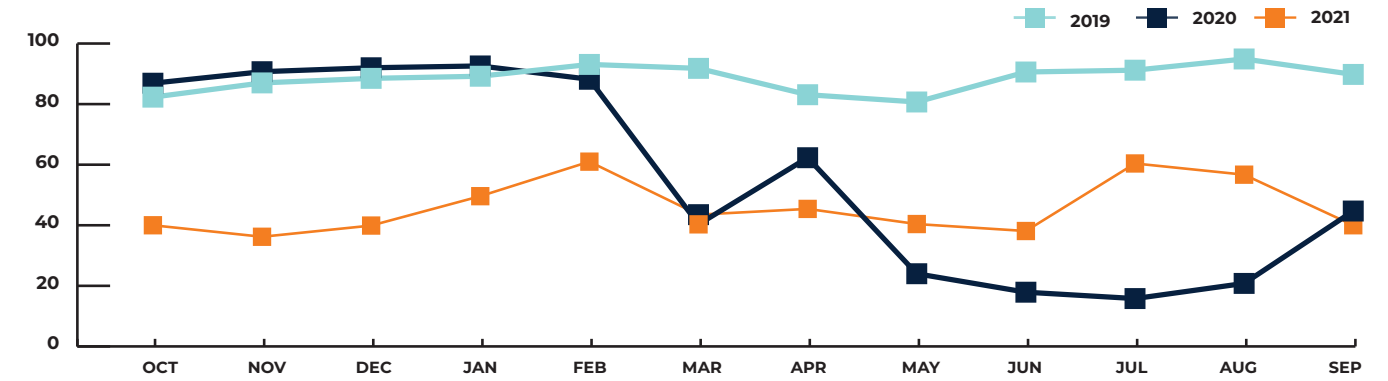
SEASONALITY



	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
2021	2,331	2,562	2,120	4,526	3,478	3,716	3,814	4,352	7,438	12,860	8,675	5,735	61,607
2020	134,830	143,987	157,408	157,479	116,746	35,310	1,557	1,502	2,221	1,385	2,048	2,912	757,385
2019	121,656	132,849	146,104	147,507	137,244	146,332	121,004	120,411	123,528	136,878	159,856	137,680	1,631,049
% CHG	-98.3%	-98.2%	-98.7%	-97.1%	-97.0%	-89.5%	145.0%	189.7%	234.9%	828.5%	323.6%	96.9%	-91.9%

HOTEL STATS

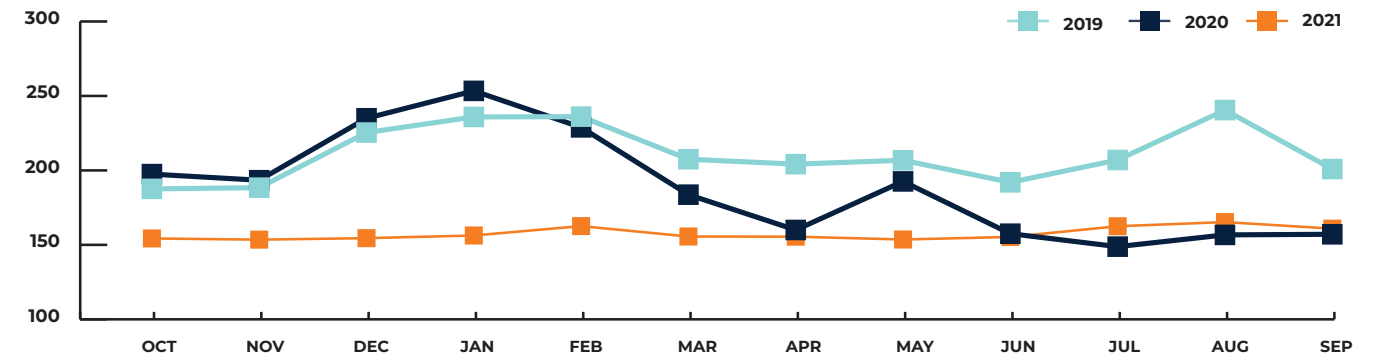
HOTEL OCCUPANCY



	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
2021	40.0%	36.2%	39.9%	49.6%	61.0%	43.5%	45.4%	40.4%	38.1%	60.4%	56.7%	40.0%
2020	86.9%	90.7%	92.0%	92.6%	88.2%	40.3%	62.3%	24.0%	17.9%	15.8%	20.8%	44.7%
2019	82.3%	87.0%	88.5%	89.2%	93.1%	91.8%	83.1%	80.7%	90.6%	91.2%	94.9%	89.8%

Source: STR Global Historical Report

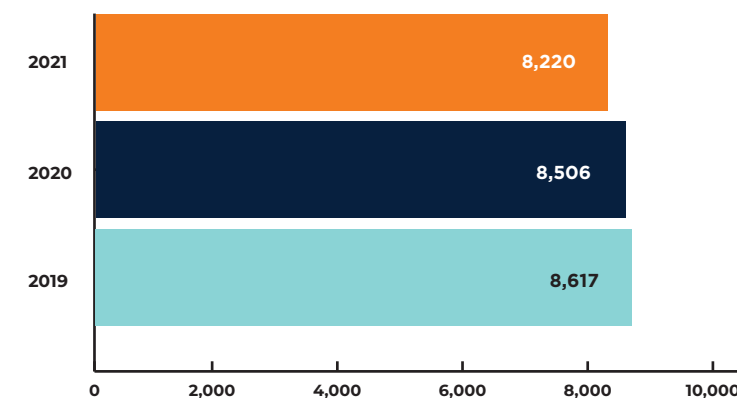
HOTEL ROOM RATE



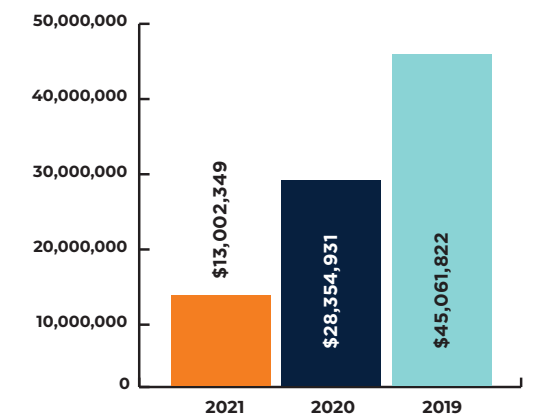
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
2021	\$154.3	\$153.5	\$154.5	\$156.3	\$162.6	\$155.6	\$155.5	\$153.6	\$155.3	\$162.5	\$165.3	\$160.9
2020	\$197.5	\$193.4	\$235.0	\$253.4	\$228.9	\$183.7	\$160.0	\$192.6	\$157.5	\$148.8	\$156.7	\$157.1
2019	\$187.6	\$188.4	\$225.4	\$235.9	\$236.1	\$207.5	\$204.2	\$206.8	\$192.0	\$207.0	\$240.5	\$200.9

Source: STR Global Historical Report

HOTEL ROOM INVENTORY

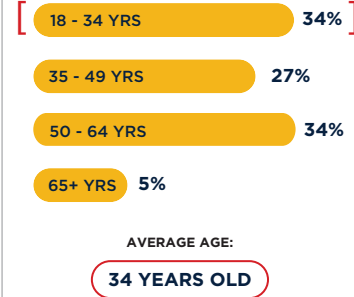
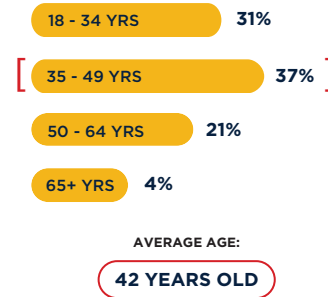
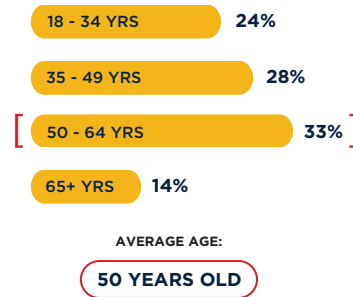
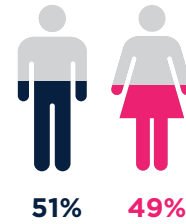
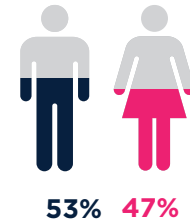
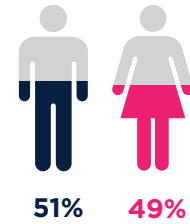


HOTEL OCCUPANCY COLLECTION

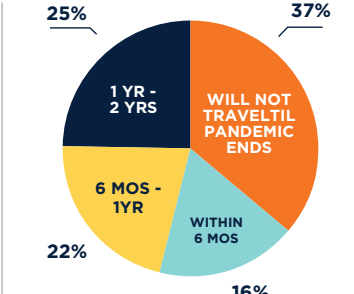
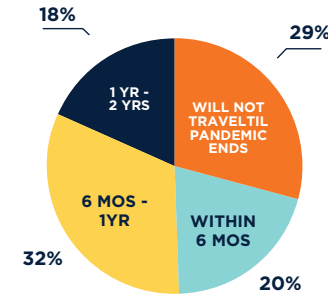
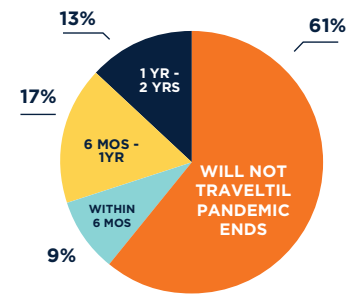


Source: Guam Department of Administration

VISITOR PROFILES



When, if at all, do you intend to take an international trip for vacation purposes outside of your country to Guam?



When considering a destination to visit, how important are each of the following in your decision of where to go?

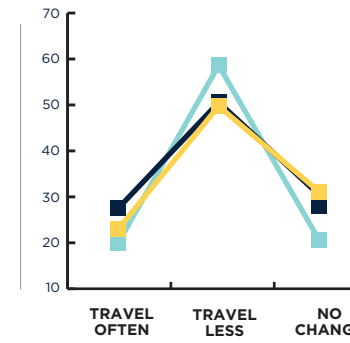
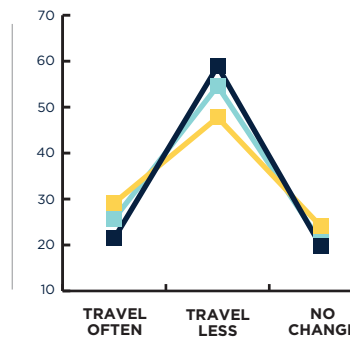
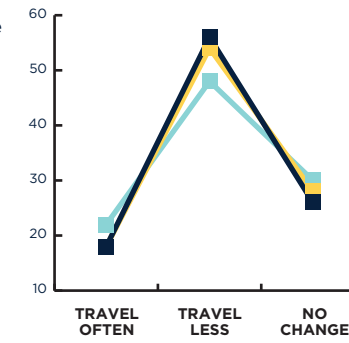


VISITOR SURVEYS

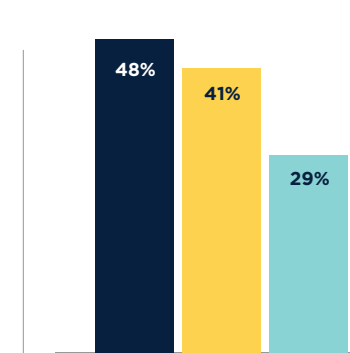
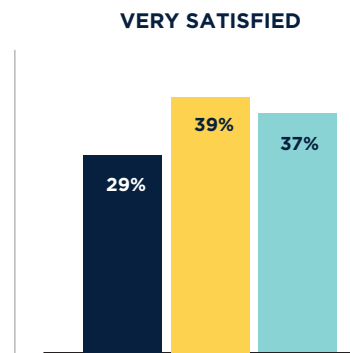
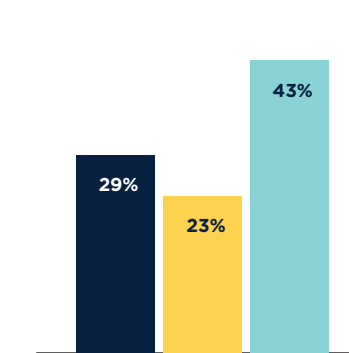


Thinking of your travel plans post COVID-19, are you likely to travel more often, likely travel less often or is there no change in your planned frequency of travel compared to before the pandemic?

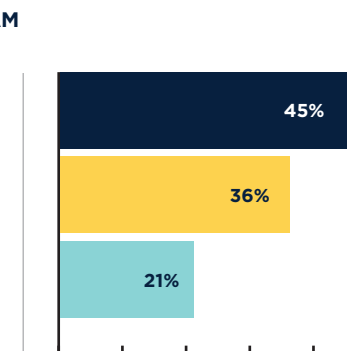
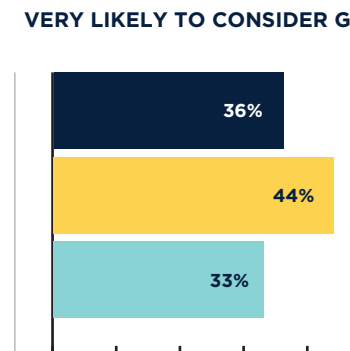
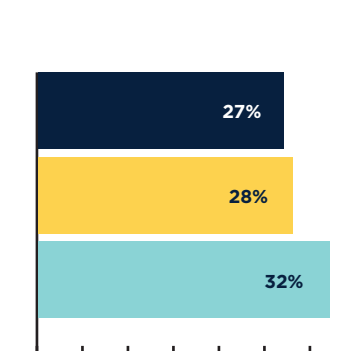
■ MAY
■ JUNE
■ SEPTEMBER



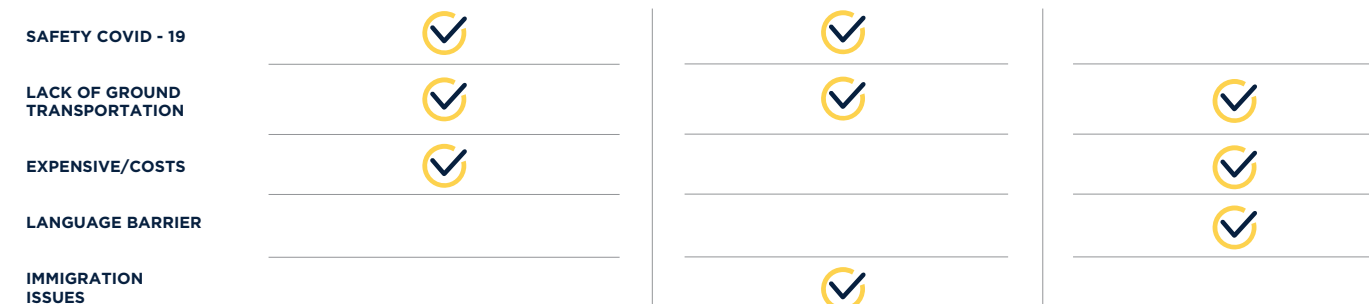
How satisfied were you with your experience while on the island?



How likely are you to consider Guam for the next vacation?

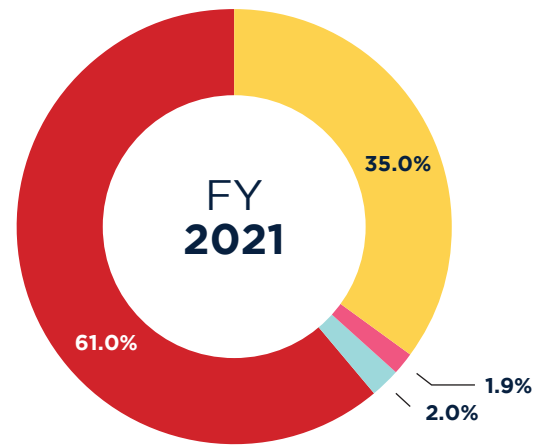
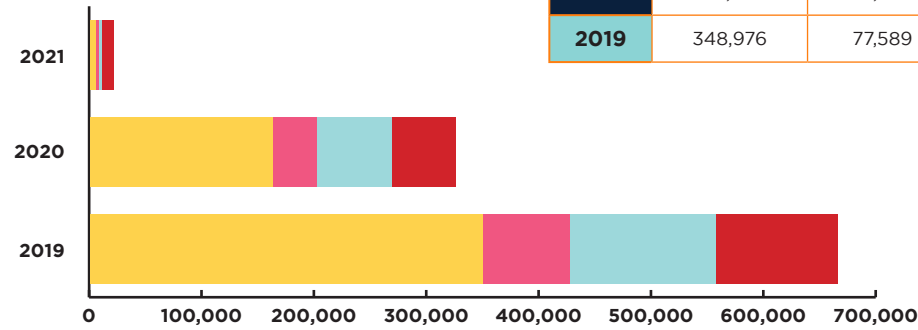


Why do you say you are unlikely to consider Guam for your next vacation?

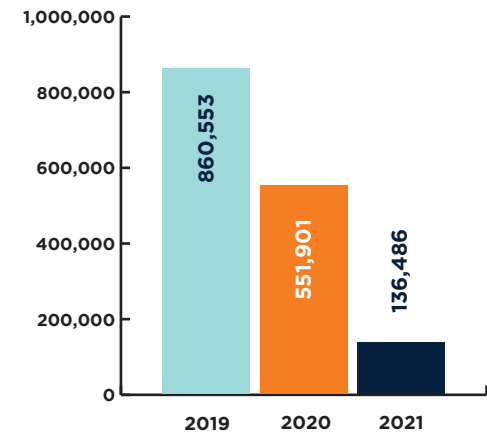


JAPAN ARRIVALS BY REGION

	KANTO (TOKYO)	CHUBU (NAGOYA)	KINKI (OSAKA)	OTHER	TOTAL
2021	1,210	67	70	2,107	3,454
2020	162,737	38,560	66,983	56,294	324,574
2019	348,976	77,589	129,605	108,614	664,784

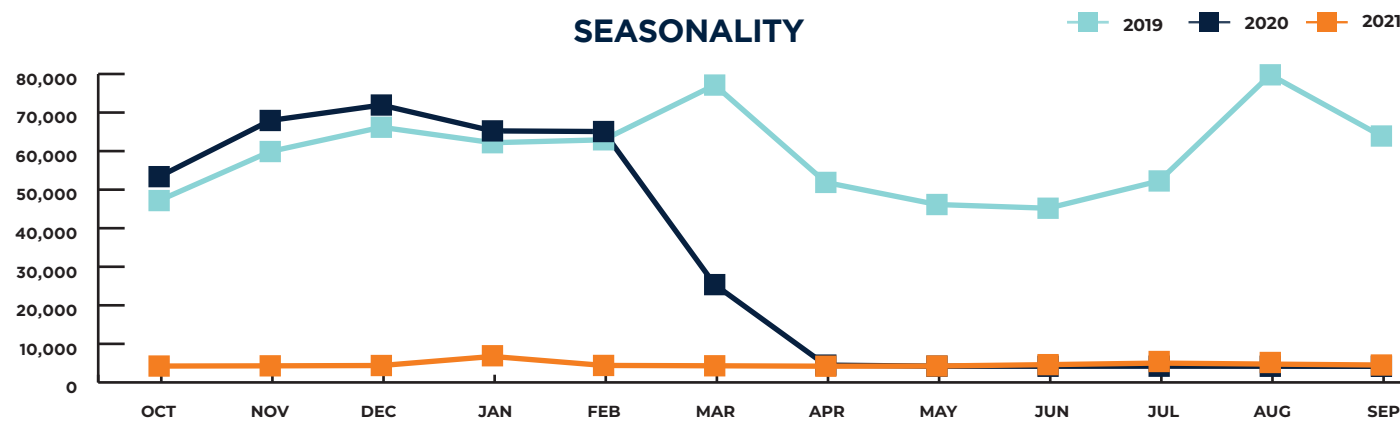


SEAT CAPACITY



Source: Diiio Mi: Market Intelligence for the Aviation Industry

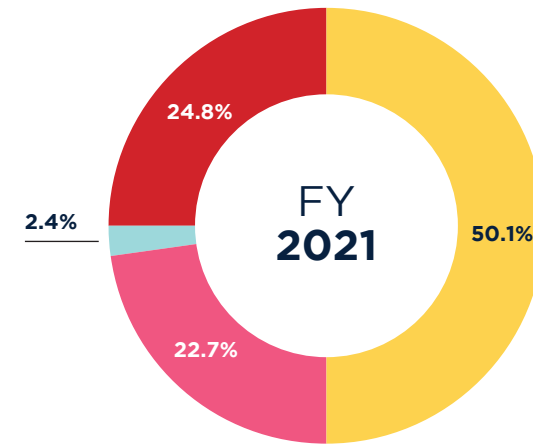
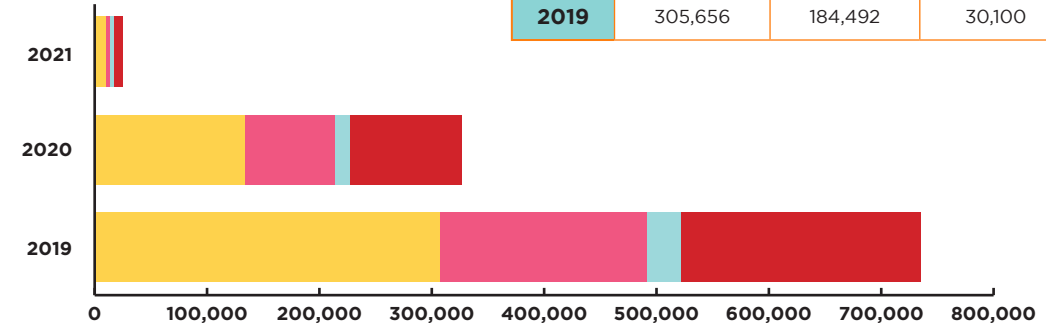
SEASONALITY



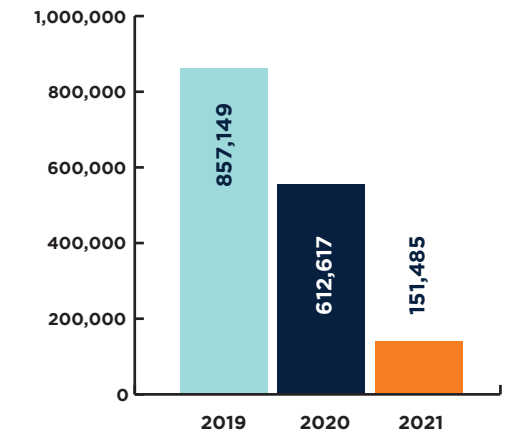
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
2021	91	146	230	708	249	159	52	102	455	579	325	358	3,454
2020	49,218	63,789	67,794	61,088	60,918	21,212	338	57	40	55	39	26	324,574
2019	43,013	55,733	62,037	58,021	58,774	72,974	47,725	41,989	41,027	48,103	75,630	59,758	664,784
% CHG	-99.8%	-99.8%	-99.7%	-98.8%	-99.6%	-99.3%	-84.6%	78.9%	1037.5%	952.7%	733.3%	1276.9%	-98.9%

KOREA ARRIVALS BY REGION

	SEOUL	INCHEON/GEONGGI	GYEONBUK/DAEGU	OTHER	TOTAL
2021	1,034	469	49	511	2,063
2020	132,466	80,031	13,549	99,063	325,109
2019	305,656	184,492	30,100	214,091	734,339



SEAT CAPACITY



Source: Diiio Mi: Market Intelligence for the Aviation Industry

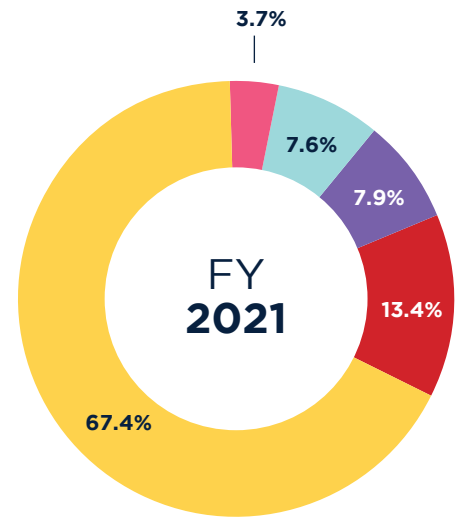
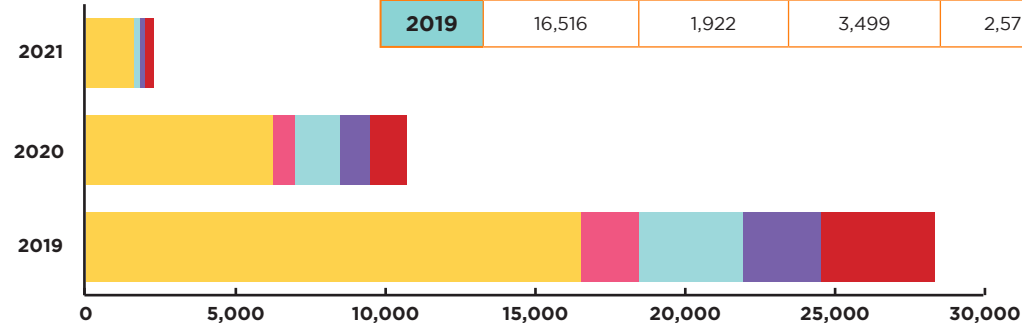
SEASONALITY



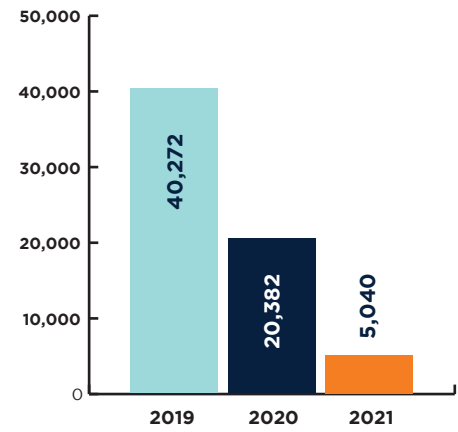
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
2021	37	39	81	104	77	113	86	102	173	303	375	573	2,063
2020	67,124	62,448	71,513	78,609	40,022	5,160	6	4	5	77	95	46	325,109
2019	60,983	56,957	64,127	69,295	59,429	54,087	54,161	58,276	62,413	67,866	65,333	61,412	734,339
% CHG	-99.9%	-99.9%	-99.9%	-99.9%	-99.8%	-97.8%	1333.3%	2450.0%	3360.0%	293.5%	294.7%	1145.7%	-99.4%

TAIWAN ARRIVALS BY REGION

	TAIPEI	KAOHSIUNG	TAICHUNG	TAOYUAN, MIAOLI, HSINEHU	OTHER	TOTAL
2021	1,519	83	171	177	303	2,253
2020	6,217	748	1,495	1,018	1,213	10,691
2019	16,516	1,922	3,499	2,577	3,832	28,346

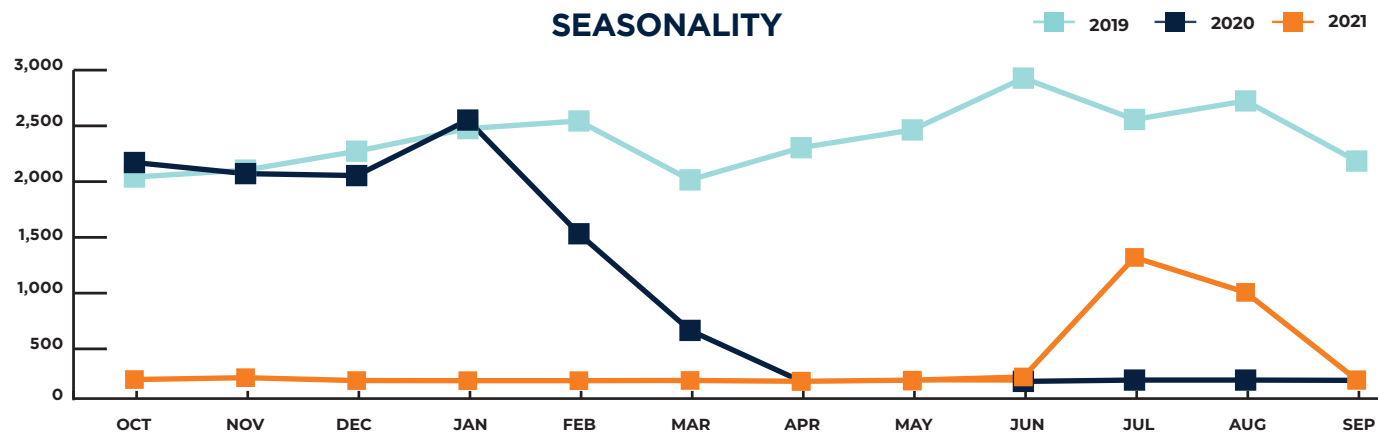


SEAT CAPACITY



Source: Diio Mi: Market Intelligence for the Aviation Industry

SEASONALITY



	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
2021	20	38	10	9	9	11	3	14	45	1,208	868	18	2,253
2020	2,131	2,023	2,004	2,544	1,438	498	4	5	2	15	15	12	10,691
2019	1,990	2,057	2,241	2,461	2,535	1,962	2,275	2,448	2,952	2,550	2,730	2,145	28,346
% CHG	-99.1%	-98.1%	-99.5%	-99.6%	-99.4%	-97.8%	-25.0%	180.0%	2150.0%	7953.3%	5686.7%	50.0%	-78.9%

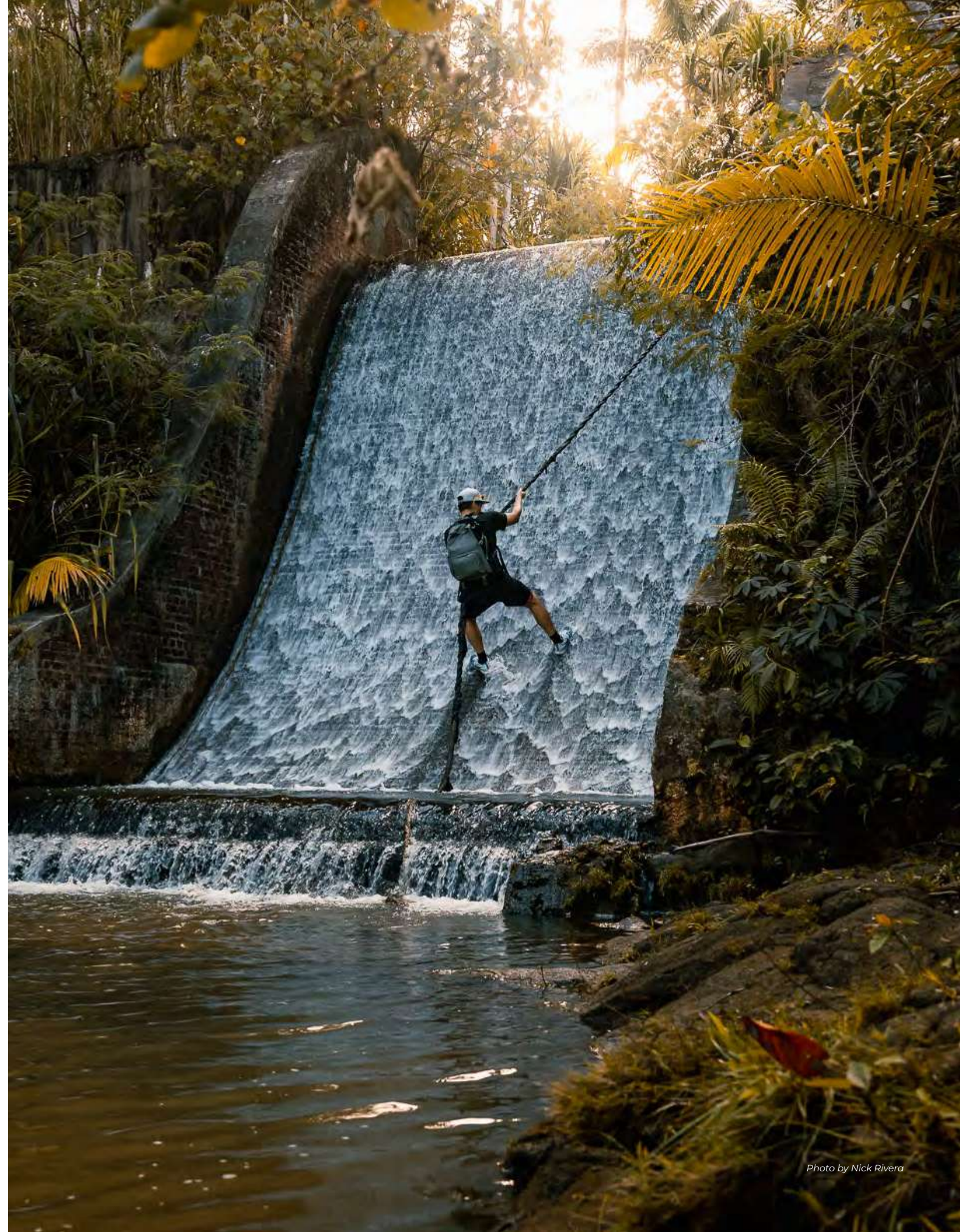


Photo by Nick Rivera

TOGETHER, WE CAN
EXPLORE THE ISLAND





FINANCIALS

FINANCIALS HIGHLIGHTS

The following table summarizes the change in net position of the Bureau for the fiscal years ended 2021, 2020 and 2019.

	2021	2020	2019
Assets:			
Current assets	\$ 14,024,694	\$ 16,052,535	\$ 20,535,609
Security deposit	133,230	133,230	133,230
Capital assets	6,510,171	6,339,885	6,395,194
Total assets	20,668,095	22,525,650	27,064,033
Deferred outflows of resources	3,719,902	3,661,318	2,361,928
	\$ 24,387,997	\$ 26,186,968	\$ 29,425,961
 Liabilities:			
Current liabilities	\$ 1,996,346	\$ 1,354,740	\$ 5,337,207
OPEB liability	6,649,220	7,392,672	5,292,875
Net pension liability	5,085,558	4,739,535	4,909,463
Accrued sick leave	40,003	42,891	38,668
Total liabilities	13,771,127	13,529,838	15,578,213
Deferred inflows of resources	2,907,894	2,077,121	2,255,609
Commitments and contingencies			
Net position:			
Net investment in capital assets	6,510,171	6,339,885	6,395,194
Restricted - expendable	392,705	1,668,070	2,707,091
Unrestricted	806,100	2,572,054	2,489,854
Total net position	7,708,976	10,580,009	11,592,139
	\$ 24,387,997	\$ 26,186,968	\$ 29,425,961

The Bureau's operation is funded by the 11% hotel occupancy tax which are shown as Grants-in-Aid from the Government of Guam. This is authorized through the Legislature's annual budget appropriations. In the Fiscal Year 2021, Public Law 35-99 originally appropriated \$6,389,100 from the Tourist Attraction Fund (TAF) for GVB operations. With the challenges that the COVID-19 brought, and deflated the tourist arrivals, the Bureau was able to recognize only 83% of the funds appropriated, of which \$1,064,864 remained uncollected, as of September 30, 2021.



The table below shows a comparison of actual GVB TAF Appropriation.



TAF revenue projections for FY2021 were \$18,336,091, but unaudited actual TAF collections were only at \$13,002,438, resulting in a 29% shortfall or \$5,333,653 during the fiscal year.

Other non-operating revenues for the fiscal year include consumption tax refund which was drastically reduced this fiscal year due to limited activity in Japan Office. Membership revenue increases as this is mostly attributed to an election year. There were also federal revenues received which relates to additional pass-thru expenses for various programs and campaigns administered by GVB that is Electronic Declaration Form project and the Vax N' Win and Liberation Day programs.

FY2021 closed with operating expenses amounting to \$8,323,094 which is 47% lower than FY2020 operational spent. The additional drop in operating expense if compared to FY2019 is at 69% which is as a result of the continuous drastic cost-cutting measures and delay in spending due to the uncertainty of the tourist arrival affecting TAF collections as the world continues to battle against COVID-19 pandemic and its evolving variants.

Professional services of \$3,909,895 were cut further down to 58% compared to the FY2021 budget and all marketing representations overseas were adjusted to a minimum fee just to maintain market presence. Marketing professional fees represent 64% of the cost. Destination management represents 32% of the cost of which relates to management improvement and maintenance of destination facilities, attractions, such as continuous upkeep of the Tumon landscape, beach cleaning, bus shelter maintenance, and grass cutting service along Tumon and Marine drive.

Personnel expenses are maintained on the same level. During the fiscal year, there are no travel expenses except for the Palau Trip which GVB represented the Independence Day Ceremony - Koror, Palau and one representation at the Liberation Festivities in Washington D.C. Gifts and Prizes under the miscellaneous expenses includes raffle prizes that were distributed as part of the Vax N' Win campaign.

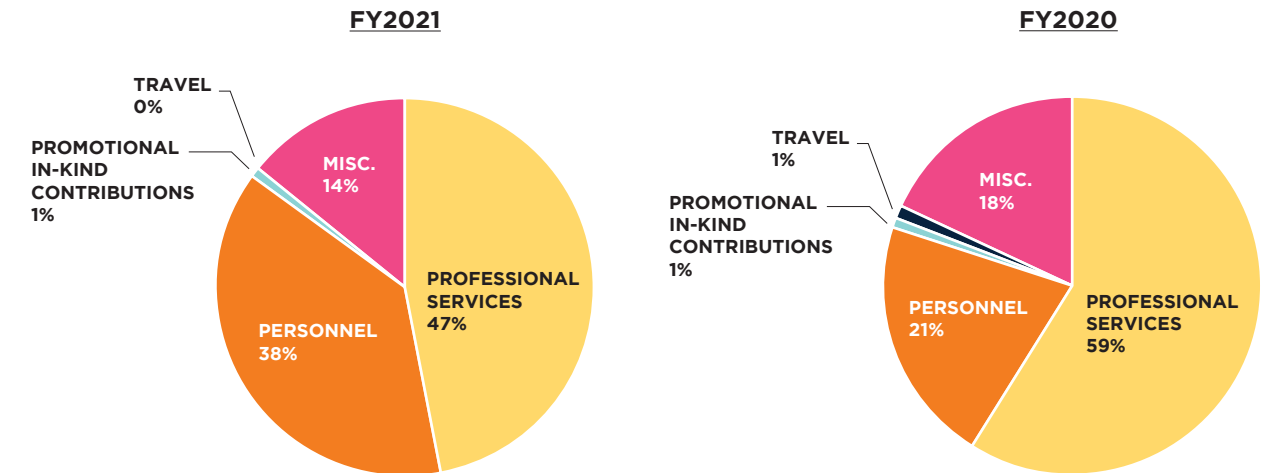
Conserving cash and maximizing opportunities for spending were at the forefront of last fiscal year's operational spending.



STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION

The following table summarizes the change in net activities of the Bureau for fiscal years 2021, 2020 and 2019.

	2021	2020	2019
Operating revenues	209,420	786,935	1,521,085
Expenses:			
Professional services	3,909,895	9,343,475	15,319,920
Personnel	3,158,026	3,219,026	2,886,579
Rent/Lease	175,379	188,788	180,993
Utilities	125,777	155,429	178,356
Depreciation	115,420	87,292	83,333
Promotional in-kind contributions	70,121	143,675	374,310
Material and supplies	64,212	99,734	372,758
Repairs and maintenance	50,962	34,246	47,954
Equipment	46,944	91,114	133,116
Grants	24,999	58,750	164,500
Travel	14,763	208,345	711,305
Advertising	12,818	31,995	348,566
Printing	3,942	44,178	68,197
Foreign Currency Loss	3,570	25,186	-
Consumption Tax	1,213	76,799	55,496
Miscellaneous	545,153	1,896,493	5,524,435
Total operating expenses	8,323,094	15,704,525	26,449,818
Operating revenues net of operating expenses	8,113,674	14,917,590	24,928,733
Nonoperating revenues (expenses):			
Grants-in-aid from Government of Guam	5,324,249	15,430,306	22,335,216
Federal Contributions	436,028	111,699	176,000
Contribution from component units	-	87,691	-
Pass through appropriations	-	(640,000)	-
Interest income	5,046	44,779	77,685
Other nonoperating expense	(522,582)	1,129,115	(276,051)
Total nonoperating revenues (expenses), net	5,242,741	16,163,590	22,312,850
Change in net position	(2,871,033)	(1,012,130)	(2,615,883)
Net position at beginning of year	10,580,009	11,592,139	14,208,022
Net position at end of year	\$ 7,708,976	\$ 10,580,009	\$ 11,592,139



The pie chart above illustrates the distribution of expense from last fiscal year compared to Fiscal Year 2020.

Although due to the various COVID-19 protocols that slows down tourism arrival and eliminates the usual heavy traffic of transactions that relates to marketing projects and campaigns, Finance and Admin Department remain preoccupied in processing transactions that relates to local activities, programs, and projects which the Bureau was tasked to do. Few of these federally funded efforts are the Electronic Declaration Form implementation, the Vax N' Win and Liberate Guam programs which requires rigorous reporting, monitoring, and control.

With many limitations brought by second wave of the COVID-19 affecting employee work scheduled as a result of isolation, the Bureau geared towards more automation and emergency offsite work which include gradually enabling the accounting software accessibility and secured access from the cloud. During the fiscal year, minor improvements at the 27-year-old GVB was completed maximizing the use of space and functionality by adding additional workstations and mini-conference room.

To augment the shortfall during the fiscal year, GVB's rainy day fund balance was also authorized to be spent by the board and the legislature thereby decreasing the restricted expendable balance. The funds were tracked as market recovery with carry forward to Fiscal Year 2022.

Accounts payable had increase to 52% due to the accruals made relative to the Air Incentive programs which was launch at the later part of the fiscal year which ties into the Air V&V program.

The Bureau has included on its financial report disclosure the contingent liabilities for one of its vendors for services totaling \$421,857 on September 30, 2021. Management had communicated to the vendor that services rendered was not pre-authorize and therefore unable to honor it and make any payment. No provision is recorded on the accompanying financial statement. However, discussion continues as to next steps in resolving the pending issue.



HOT BOND

HOT stands for Hotel Occupancy Tax, which was created to fund to support the operations and functions of the Guam Visitors Bureau. HOT Bond Projects are Capital Improvement Projects that use proceeds from HOT Revenue Limited Obligation Bonds to fund the building of Guam's first permanent and comprehensive cultural and educational museum as well as upgrade and refurbish some of our island's historic sites, tourist attractions, and community projects. The HOT Bond Projects were established by Public Law 30-228.

HOT Bond projects include the following:

- Agana Bay Vicinity Streetlight Renovation
- Guam Fisherman's Cooperative Association (GCFA) Facility & Dock
- Guam and Chamorro Educational Facility (GCEF) Project Admin
- GCEF Building Design
- GCEF Construction (incl. site prep, security system, archaeology, exhibit, media prod.)
- GCEF Construction Management
- Guam Farmers' Cooperative Association Facility/Dededo Flea Market
- Guam Preservation Trust Reimbursement
- Hagåtña Pool
- Hagåtña Tennis Courts
- Historic Hagåtña Projects – Plaza de España Restoration
- Inarajan Community Center Restoration
- Magellan Monument and Plaza
- Malesso' Bell Tower
- Mangilao Public Market
- Pale San Vitores Road Streetlight Renovation
- Joseph Flores Memorial Park (Ypao Beach Park) Lighting and Electrical Improvements
- San Vitores Flooding Mitigation - Design and CM, PMO/GEDA
- San Vitores Flooding Mitigation - Phase 2 Construction
- Scenic Parks, By-ways, Overlooks and Historic Sites
- Skinner Crosswalk
- Inarajan Community Center Restoration
- Village Signs Monuments and Scenic -Information Signs
- Crosswalk at the DFS Galeria Intersection, Tumon and the Chamorro Village in Hagatna

In prior years, GVB facilitated pass-through appropriations for 17 non-profit organizations which supported the CHamoru Culture. This was excluded from the budget during the Fiscal Year 2021 due to the expected drop in tourist arrivals. More than 20 governmental entities were also supported by Tourist Attraction Fund appropriations, which was suspended in FY2021. Funds were instead concentrated to cover debt service and GVB's appropriation, which fell short by 17% or \$1,064,850 of the original budgeted amount.

At the close of FY2021, the HOT Bond refinancing was also explored to augment the anticipated TAF revenue shortfall for FY2022.

Membership Matters

Fiscal Year 2021 was an election year for the GVB membership and there were more than 300 members on record. Financial information related to membership is as follows:

Total Operating Revenues	- \$ 64,323
Total Operating Expenses	- \$ 5,532
Change in Net Position	- \$ 58,791
Cash in Bank – Membership	- \$138,170

A major source of revenue was derived from membership dues and contributions. Expenditures are mostly related to merchant card fees, professional fees related to GVB board meetings, and other membership support.

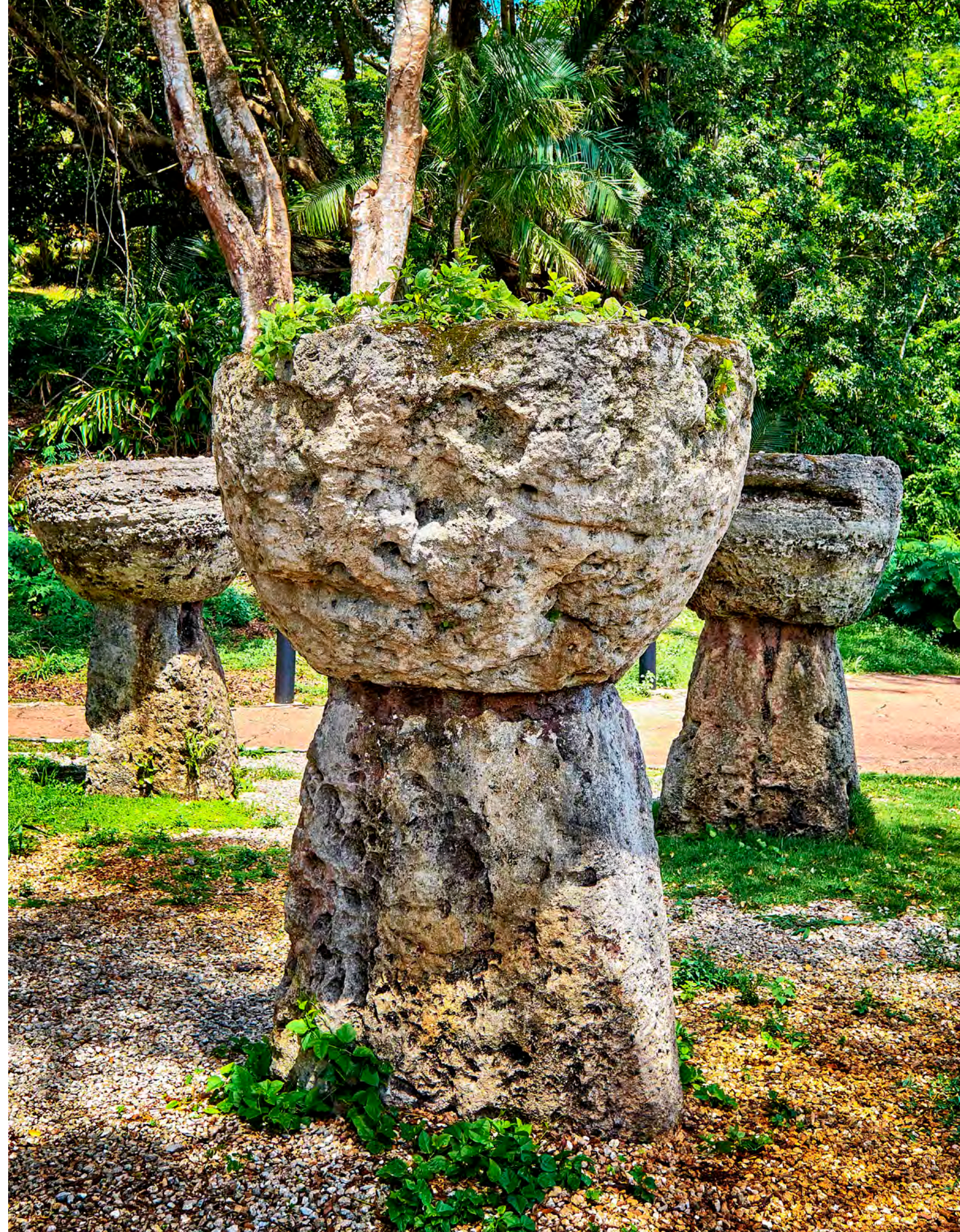




Photo by Charmaine Negro

MEMBERSHIP DIRECTORY

A

ADA'S TRUST & INVESTMENT, INC.

P. Sony Ada, President
Phone: (671) 472-9830
Email: adastrust@guam.net

ADVANCE MANAGEMENT, INC.

Phone: (671) 649-6488
Email: ami@amiguam.com

AKIGAMI, TOSHIO

Phone: (671) 787-7141
Email: toshio1950@me.com

ALUPANG BEACH CLUB

Phone: (671) 646-1940
Email: stevenk@ite.net

AMERICAN CHOCOLATE FACTORY

Phone: (671) 649-6689
Email: leeacf01@gmail.com

APG, INC.

Phone: (671) 727-5414
Email: ashley.sudo@apggguam.com

APRA DIVE & MARINE SPORTS

Phone: (671) 969-2211
Email: office@guamop.com

AQUA ACADEMY

Phone: (671) 649-5551
Email: info@aqua-academy.com

ARLUIS WEDDING GUAM CORP.

Phone: (671) 647-0010
Email: guam_in@arluis.com

ARTERO, GINA B.

Phone: (671) 647-3887
Email: gina.artero@dfs.com

ASC TRUST, LLC.

Phone: (671) 477-2724
Email: corporate@ascstrust.com

ASIA PACIFIC GOLF, INC.

Phone: (671) 727-5414
Email: ashley.sudo@apggguam.com

B

BALDYGA GROUP

Phone: (671) 646-6800
Email: reservations@baldyga.com

BAYVIEW HOTEL AND OCEANVIEW

Phone: (671) 646-2300
Email: abaldo@hotel-guam.com

BENN GUAM TOUR

Phone: (671) 688-3068
Email: jake.bennguam@gmail.com

BIRKENSTOCK

Phone: (671) 646-2077
Email: kashihira1978@gmail.com

BT INTERNATIONAL, LLC.

Email: ttajalle@hotmail.com

C

CALIFORNIA PIZZA KITCHEN

Phone: (671) 647-4888
Email: jenniferm@cpkguam.com

CARONEL LUXURY

Phone: (671) 642-2222
Email: rolex.tsp@dksh.com

CARONEL ROLEX CENTER

Phone: (671) 646-8850
Email: rolex.plaza@dksh.com

CARONEL WATCH CENTER

Phone: (671) 646-8850
Email: rea.paeste@dksh.com

CARRIAGA, NICOLE

Phone: (671) 647-1582
Email: marketing@gpoguam.com

CHURRASCO BRAZILIAN BBQ & SALAD BAR

Phone: (671) 649-2727
Email: sales@pacificbayguam.com

CITY HILL COMPANY (GUAM) LTD.

Phone: (671) 646-7803
Email: generalmanager@guamplaza.com

COMETE GUAM, INC.

Phone: (671) 647-3991
Email: charles.bell@dfs.com

COUNTRY CLUB OF THE PACIFIC

Phone: (671) 789-1361
Email: front@ccpguam.net

CROWNE PLAZA RESORT GUAM

Phone: (671) 646-5880
Email: thomas.mayrhofer@ihg.com

CUNLIFFE & COOK

Phone: (671) 472-1824
Email: cclaw3@teleguam.net

D

DAMIAN, GERARD

Phone: (671) 647-3893
Email: gerard.damian@dfs.com

DAYS INN GUAM

Phone: (671) 646-3297
Email: info@daysinnguam.com

DELOITTE & TOUCHE

Phone: (671) 646-3884
Email: takahitokobayashi@deloitte.com

DFS GUAM LP

Phone: (671) 647-3873
Email: richard.gustafson@dfs.com

E

E-COMMUNICATIONS LLC

Phone: (671) 989-7788
Email: guamcare@ecomllc.net

ERNST & YOUNG LLP

Phone: (671) 649-3700
Email: john.onedera@gu.ey.com

F

FERMO, GLORIA VITA

Phone: (671) 647-6714
Email: vita.fermo@dksh.com

FISH EYE MARINE PARK & FISH EYE TOURS

Phone: (671) 475-7777
Email: kura@fishyeguam.com

FOREST DINING SERVICES, INC. DBA FISH EYE RESTAURANT

Phone: (671) 475-7777
Email: tani@fishyeguam.com

FRONTIER TOURS

Phone: (671) 482-5360
Email: frontiertours@outlook.com

G

GABRIEL, MANNY

Phone: (671) 646 9640
Email: manny.gabriel@dfs.com

GALSIM, CATHERINE

Phone: (671) 647-3887
Email: catherine.galsim@dfs.com

GEMKELL CORPORATION

Phone: (671) 787-8280
Email: gemkell@gmail.com

GLIMPSES OF GUAM

Phone: (671) 649-0883
Email: publisher@glimpsesofofguam.com

GOODWIND DEVELOPMENT CORPORATION

Phone: (671) 649-2470
Email: gotomicronesiamall@gmail.com

GRAND PLAZA HOTEL

Phone: (671) 647-0630
Email: rez@gograndplaza.com

GTA

Phone: (671) 644-4482
Email: ask@gta.net

GUAM FAST FOODS, INC.

Phone: (671) 477-5266
Email: thecolonel@guam.net

GUAM FISHING EXPEDITIONS

Phone: (671) 689-3474
Email: guamfishingexpeditions@gmail.com

GUAM HOTEL & RESTAURANT ASSOCIATION

Phone: (671) 649-1447
Email: president@ghra.org

GUAM OCEAN PARK

Phone: (671) 969-2211
Email: yamane@guamop.com

GUAM PLAZA RESORT & SPA

Phone: (671) 646-7803
Email: generalmanager@guamplaza.com

GUAM PREMIER OUTLETS

Phone: (671) 647-1583
Email: info@gpoguam.com

GUAM REEF HOTEL

Phone: (671) 646-6881
Email: infotokyo@guamreef.com

GUAM SANKO TRANSPORTATION INC.

Phone: (671) 646-1548
Email: noguchi@guamsanko.com

GUAM TV PRODUCTIONS, INC.

Phone: (671) 646-7670
Email: shoji321@gmail.com

H**H.I.S. GUAM, INC.**

Phone: (671) 646-7437
Email: yano.jun@his-world.com

HEALING GUAM DBA MCJAY SCUBA

Phone: (671) 688-9090
Email: healingguam@gmail.com

HERTZ INTERNATIONAL LICENSEE

Phone: (671) 646-5875
Email: hertzgm@triplejguam.com

HILTON GUAM RESORT & SPA

Phone: (671) 646-1835
Email: hiroki.sugie@hilton.com

HOLIDAY RESORT & SPA GUAM

Phone: (671) 647-7272
Email: gmhr@holidayresortguam.com

HOLIDAY TOURS MICRONESIA (GUAM), INC.

Phone: (671) 649-6850
Email: murata@htmguam.com

HOTEL NIKKO GUAM

Phone: (671) 649-8815
Email: information@nikkoguam.com

HUNTER, SVETLANA

Phone: (670) 285-7722
Email: svetlana.hunter@dfs.com

HYATT REGENCY GUAM

Phone: (671) 647-1234
Email: sophia.chu@hyatt.com

I**ISLAND BEVERAGE DISTRIBUTORS**

Phone: (671) 635-5891
Email: jtcalvo@midpacguam.com

IT&E

Phone: (671) 922-4402
Email: edith.perez@itehq.net

J**JAPAN AIRLINES INT'L CO., LTD.**

Phone: (671) 642-6421
Email: fujiwara.n6f7@jal.com

JCB INTERNATIONAL (MICRONESIA), LTD.

Phone: (671) 646-0993
Email: takahiko.watanabe@jcbimic.com

JP SUPERSTORE

Phone: (671) 646-7803
Email: mguerrero@guamplaza.com

JT'S MANUKAN GRILL

Phone: (671) 647-5864
Email: inquire@jtsmanukangrill.com

K**KELLY'S TOUR**

Phone: (671) 688-4162
Email: kcn.kelly@gmail.com

KENTO'S

Phone: (671) 646-3860
Email: garry.yeoh@phrken.com

KITCHEN TEN-TEN

Phone: (671) 989-8383
Email: kura@fishyeguam.com

KLOPPENBURG ENTERPRISES, INC.

Phone: (671) 649-1941
Email: bdk@keiguam.com

KO'KO GUAM KIDS

Phone: (671) 888-3058
Email: bichidori01@hanmail.net

KOREA GUAM TRAVEL ASSOCIATION (KGTA)

Phone: (671) 777-2795
Email: kgtaguam@gmail.com

L**LAW-BYERLY, LETITIA CHEE**

Phone: (671) 969-3034
Email: ldfgmktg108@lotte.net

LEOPALACE RESORT GUAM

Phone: (671) 471-0001
Email: lola.perez@leopalaceguam.com

LOTTE DUTY FREE GUAM, LLC.

Phone: (671) 642-0228
Email: ldfgmktg108@lotte.net

M**MARIANAS ELECTRONICS & SOLCOM**

Phone: (671) 637-4441
Email: sales@meguam.com

MCB, INC.

Phone: (671) 472-4622
Email: lisa@mcbguam.com

MENO, LUANA

Phone: (671) 646-9640
Email: luana.meno@dfs.com

MICRONESIAN AVIATION SYSTEMS, INC. DBA MICRONESIAN AIR

Phone: (671) 473-9595
Email: mm@ifcguam.com

MICROMED SUPPLIERS

Phone: (671) 482-6137
Email: geap43@gmail.com

MIDPAC DISTRIBUTORS

Phone: (671) 635-5891
Email: jtcalvo@midpacguam.com

N**NAKAYAMA, KEIKO NISHIDA**

Phone: (671) 646-9640
Email: keiko.nakayama@dfs.com

NANA'S CAFE

Phone: (671) 649-6262
Email: generalenquiries@guamplaza.com

NIPPON TRAVEL AGENCY (MACH TOUR)

Phone: (671) 646-7817
Email: hori@ntaguam.com

NISSAN RENT A CAR

Phone: (671) 647-7264
Email: jvalencia@nissanrent.com



Photo by Jonte De Leon

O**O-NIGHT**

Phone: (671) 646-3860
Email: shigenori.miyoshi@phrken.com

OCEANIC RESOURCES, INC.

Phone: (671) 969-3500
Email: emonitor@guam.net

OHASU PROJECTS LLC

Phone: (671) 687-0274
Email: maho@ohasuguam.com

ONE STOP TRAVEL, INC.

Phone: (671) 646-7576/8
Email: ostravel@teleguam.net

ONWARD BEACH RESORT

Phone: (671) 647-7777
Email: kanemitsu@onwardguam.com

OUTBACK STEAKHOUSE

Phone: (671) 646-1543
Email: selena.elicio@gmail.com

P**P.H.R. CLUB**

Phone: (671) 647-2582
Email: shigenori.miyoshi@phrken.com

P.H.R. KEN MICRONESIA INC.

Phone: (671) 646-3860
Email: morinaga@kona.net

P.H.R. TECHNICAL SERVICES

Phone: (671) 646-3860
Email: morinaga@kona.net

PACIFIC ISLANDS CLUB

Phone: (671) 646-4997
Email: frontdesk@picguam.com

PACRIM MARKETING GROUP, INC.

Phone: (808) 949-4592
Email: derdman@pacrimmarketing.com

PEREZ, SUZANNE L.

Phone: (671) 647-1583
Email: slzperez@guam.net

R**RAKUTEN TRAVEL GUAM, INC.**

Phone: (671) 647-1118
Email: trv-guam-office@mail.rakuten.com

RED DOOR PRODUCTIONS

Phone: (671) 647-7227
Email: reservations@rdproductions.net

RIHGA ROYAL LAGUNA GUAM RESORT

Phone: (671) 646-2222
Email: reservations@rihga-guam.com

ROOTZ HILL'S GRILL HOUSE

Phone: (671) 646-7803
Email: blessy@guamplaza.com

S**S2 CLUB GUAM**

Phone: (671) 688-1163
Email: guam@s2club.net

SABLAN, JULIAN

Phone: (671) 647-1586
Email: j.sablan@gpoguam.com

SAIL'S BBQ

Phone: (671) 649-6264
Email: corporateexecutivechef@guamplaza.com

SANTOS, JAMES

Phone: (671) 647-3855
Email: james.santos@dfs.com

SECURITY TITLE INC.

Phone: (671) 647-8000
Email: kim@securitytitle.net

SKY SHOPPE USA

Phone: (671) 483-0333
Email: skyshoppeusa@gmail.com

SKYDIVE GUAM INC.

Phone: (671) 475-5555
Email: email@skydiveguam.com

SKYZONE INDOOR TRAMPOLINE PARK

Phone: (671) 969-9663
Email: guam@skyzone.com

STARTS GUAM GOLF RESORT INC.

Phone: (671) 632-1111
Email: izumi@startsguam.com



Photo by Samuel Immanuel

T

T.P. MICRONESIA INC. DBA LAM LAM TOURS & TRANSPORTATION
Phone: (671) 646-1028
Email: tpm_admin@tpmgum.com

TALOFOFO FALLS RESORT PARK
Phone: (671) 828-1150
Email: Talofoto1@gmail.com

TARZA WATER PARK
Phone: (671) 646-7803
Email: generalmanager@guamplaza.com

THAI AIRWAYS
Phone: (671) 969-8424
Email: oredavid.tg@gmail.com

THE TSUBAKI TOWER
Phone: (671) 969-5200
Email: reservations@thetsubakitower.com

THE WESTIN RESORT GUAM
Phone: (671) 647-1020
Email: westin@westinguam.com

TIME & STYLE BY CARONEL
Phone: (671) 646-8850
Email: rolex.plaza@dksh.com

TOMMY HILFIGER
Phone: (212) 549-6000
Email: deannacrisostomo@tommy.com

TRANS WORLD RADIO PACIFIC (TWR)
Phone: (671) 828-8637
Email: ghodgins@twr.org

TRANSFORM HOLDCO LLC DBA: KMART
Phone: (671) 649-9878
Email: sm7705@transformco.com

TRIPLE J ENTERPRISES, INC.
Phone: (671) 648-6062
Email: jeffjones@triplejguam.com

TRIPLE J FIVE STAR WHOLESALE FOODS
Phone: (671) 637-7576
Email: jherbert@triplejguam.com

TUMON BAY LOBSTER & GRILL
Phone: (671) 647-5858
Email: lobster@tumonbaygrill.com

TURE CAFE
Phone: (671) 479-8873
Email: info@turecafe.com

TWINKLES
Phone: (671) 488-8877
Email: suhmun01@gmail.com

VWY

VALLEY OF THE LATTE ADVENTURE PARK GUAM
Phone: (671) 789-3342
Email: info@valleyofthelatte.com

VANTAGE ADVERTISING
Phone: (671) 969-5791
Email: accounting@vantageguam.com

VINCE JEWELERS
Phone: (671) 646-1688
Email: accounting@vincejewelers.com

WATABE WEDDING
Phone: (671) 647-0275
Email: morih@watabe.com

WILLIAMS, DONNA
Phone: (671) 647-3816
Email: donna.williams@dfs.com

WYNDHAM GARDEN GUAM
Phone: (671) 646-3060
Email: reservations@wgguam.com

YELLOWPLANE
Phone: (671) 777-5697
Email: icima.guam@gmail.com

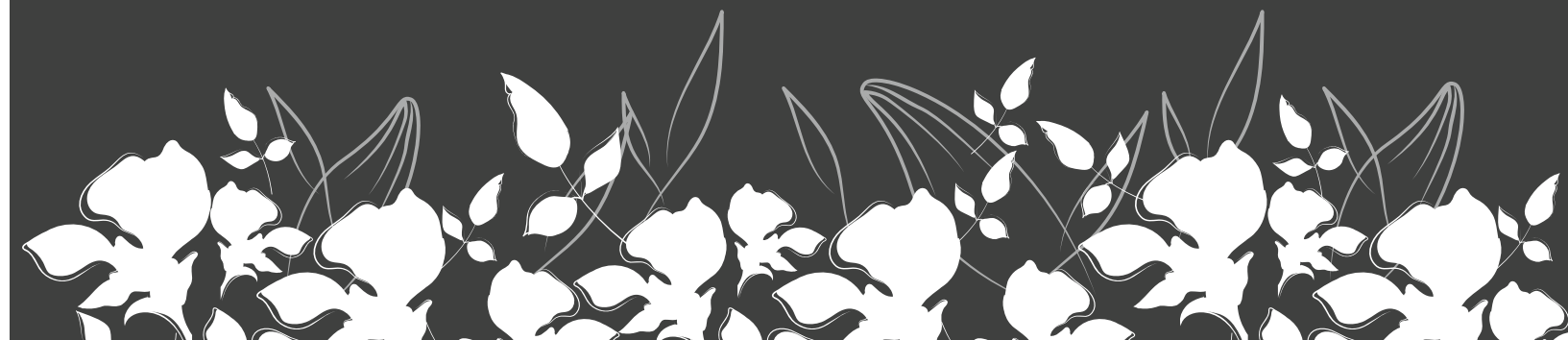
IN LOVING MEMORY



PAUL SHIMIZU

VICE CHAIRMAN

1956 - 2022





GUAM

401 Pale San Vitores Road, Tumon, Guam 96913
visitguam.com | guamvisitorsbureau.com

Photo by Nick Rivera