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BOARD OF DIRECTORS

Peter "Sonny" Ada Chairman of the Board

Milton Morinaga Vice Chairman of the Board

Samuel Shinohara Treasurer of the Board

Theresa C. Arriola Secretary of the Board

Total of 13 Board of Directors For more information go to guamvisitorsbureau.com/about/ board-of-directors

MANAGEMENT

Carl T.C. Gutierrez President & CEO

Gerald (Gerry) S.A. Perez Vice President

Josie G. Villanueva Director of Finance & Administration

Nadine Leon Guerrero Director of Global Marketing

Nico A.C. Fujikawa Director of Tourism Research

February 2019 - May 2020

Pilar Laguaña Former President & CEO

Bobby Alvarez Former Vice President

| | MEME | PEDC |
|------|------|------|
| UUR. | MEME | DERS |
| | | |

| ТҮРЕ | 2017 | 2018 | 2019 |
|-------------------|------|------|------|
| INDIVIDUALS | 108 | 37 | 121 |
| BUSINESS PARTNERS | 287 | 294 | 283 |

| TOTAL | 395 | 331 | 404 |
|---------|--------------|------|-----|
| HEADG | UARTERS | | |
| GUAM V | ISITORS BUR | REAU | |
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FY2019 CITIZEN-CENTRIC REPORT

HISTORY

n 1963, the Government of Guam established the Guam Tourist Commission within the Department of Commerce via Executive Order 63-10, which was issued by then Governor Manuel F.L. Guerrero. With an initial budget of \$15,000, the Guam Tourist Commission immediately began aggressive travel trade promotions in Japan and Southeast Asia. Additionally, the Commission worked diligently on the development of Guam's tourism plan and lobbied air carriers to increase flight service to Guam from potential market areas.

The rewards of the Commission's efforts were reaped four years later, when on May 1, 1967, Pan American World Airways landed on Guam with 109 Japanese tourists. In that first year, Guam recorded 6,600 visitor arrivals.

n July 1970, the Guam Tourist Commission was renamed Guam Visitors Bureau. Separated from the Department of Commerce, Executive Order 70-24, formally established the Bureau as a nonprofit corporation. In 1983, Public Law 17-32 (The Guam Visitors Bureau Act) was enacted, reorganizing the Bureau as a public, nonprofit, membership corporation.

A world-class first resort destination of choice, offering a U.S. island paradise with stunning ocean vistas, for two million businesses and leisure visitors from across the region with accommodation and activities ranging from value to five-star luxury -all in a safe, clean, family – friendly environment set amidst a unique 4,000 year old culture.

| And the second | years |
|----------------|--------|
| - | Artes. |
| | |

| OUR TEAM | | | |
|-------------------------|------|------|------|
| EMPLOYMENT STATUS | 2017 | 2018 | 2019 |
| UNCLASSIFIED | 4 | 4 | 4 |
| CLASSIFIED | 34 | 35 | 35 |
| LIMITED TERM EMPLOYMENT | 1 | 1 | 2 |
| TOTAL | 39 | 40 | 41 |

MISSION

The Mission of the Guam Visitors Bureau is to efficiently and effectively promote and develop Guam as a safe and satisfying destination for visitors and to derive maximum benefits for the people of Guam.

Improve Quality & Yield

- Grow Arrivals & Diversity
- Add High-End Hotel Rooms & Incentivize Reinvestment
- Promote our Unique Attractions
- Focus on MICE (Meetings, Incentives, Conferences, Exhibitions)
- Promote the Chamorro Culture
- Extend Tourism Beyond Tumon

| Tourism works | FY2019 | S1.85 BILLION UNISH SCONOMY ALES |
|-----------------------------------|----------------|----------------------------------------|
| Government Tax Revenue | \$260 Million | S260HELIG |
| Tourism Economy Sales | \$1.85 Billion | TAX REVENUE |
| Tourism-Related Jobs | 21,091 | * |
| Average On-Island Spend | \$1,140 | |
| Visitor Spending Reach | \$1.75 Billion | \$1.75 WHITCH |
| 21,091 TOURISH-RELATED JOBS | \$1,14 | O END |

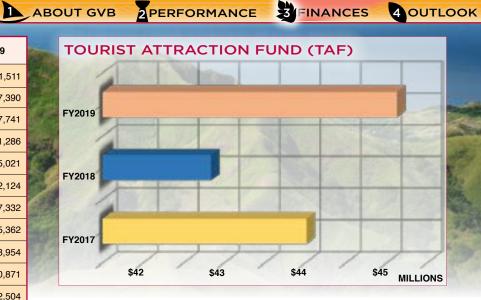
| WARDS | | | | | | | |
|--------------------------------------|--------|--------|--------|--|--|--|--|
| GUAM GVB Awards Received Overseas | FY2017 | FY2018 | FY2019 | | | | |
| China Market | 1 | 3 | | | | | |
| Korea Market | 1 | 3 | 3 | | | | |
| Pacific Market | 2 | 1 | 1 | | | | |
| Philippine Market | 2 | 2 | 1 | | | | |
| Russia market | 1 | 2 | 1 | | | | |
| Taiwan Market | 1 | 1 | 1 | | | | |
| North America | 1 | | | | | | |
| Hongkong | 1 | | | | | | |
| Total | 10 | 12 | 7 | | | | |
| | | | | | | | |

| | | | ~~~~ | | ~~~ | | ABOU | T GVB | 2 PER | FORMAN | | ANCES 4 OUTLOOK |
|-----------------------------|-------------|-------------|---------|----------|------------------|----------------------|------------------|----------------|-------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MAJOR MA | RKET M | IX FY | 2017 | FY2018 | F | | % in Y2019 | - | | and a | | Sala martine |
| Japan | | 67 | 4,345 | 530,223 | 3 6 | | 25% | | | and the second | | AND A REPORT OF A DESCRIPTION OF A DESCR |
| Korea | | 64 | 9,434 | 752,71 | 5 7 | 34,339 | -2% | VI | SITOR | ARRIVAL | _S | 1,637,049 |
| US/Hawaii | | 76 | 6,291 | 89,363 | 6 | 94,141 | 5% | - | | 1,511,065 | 1,525,219 | 1,559,487 FY2019 |
| Taiwan | | 36 | 6,268 | 27,550 | 2 | 28,346 | 3% | | | | | FY2018 |
| China | | 23 | 3,239 | 17,035 | | 12,588 - | ·26% | 1 | 372,531 🥒 | FY201 | 16 FY2017 | |
| Philippines | | 19 | 9,817 | 19,026 | 2 | 20,708 | 9% | - | FY2 | 2015 | | |
| TOTAL ARRIV | VALS | 1,5 | 25,219 | 1,559,48 | 7 1, | 637,049 | | - | | | | |
| OVERSE | AS MA | RKE | TS: ⊢ | IIGHL | IGH ⁻ | TS OF W | HAT | WED | 0 | | | |
| ACTIVITIES | Japan | Korea | Taiwan | China | Russ | sia North America | Philip- pines | Hong- kong | Pacific Market | | | |
| Tradeshows/ Conventions | 24 | 7 | 4 | 5 | 1 | 6 | 1 | 3 | 5 | | 8 | CUAM |
| Cooperative Projects | 8 | 144 | 12 | 8 | 3 | 4 | 3 | 7 | 3 | | | |
| Seminars/ Workshops | 25 | 10 | 17 | 11 | 4 | 2 | 4 | 8 | 8 | 1 | - | |
| Total Media Exposure | \$19.5M | \$20.9M | \$29.2M | \$2.7M | \$1.9 | M \$1.3M | \$1.9M | \$655.9K | \$1M | All all | | |
| Travel Trade Fam Tours | 110 | 3 | 5 | 0 | 0 | 0 | 0 | 1 | 0 | | 8 | |
| Media Fam Tours | 4 | 13 | 1 | 3 | 4 | 2 | 4 | 3 | 0 | | | NAME AND |
| Online Promotions | 7 | 101 | 12 | 8 | 3 | 10 | 3 | 6 | 2 | | | |
| Total Arrivals 2019 | 664.8K | 734.3K | 28.3K | 12.6K | 20.7 | 'K 94.1K | 20.7K | 6.4K | 44.5K | | | |
| TOUR GUID | | 2 | 017 20 | 18 20 | 19 | VIED | TOR | | | a service | and the second second | |
| CERTIFICAT | TION | | 60 5 | 58 2 | 1 | E SAF | | At | 9. | The second | 5 14 | SOCIAL MEDIA |
| CONCIERGI | E | 2017 | 201 | 18 20 | 19 | | | | | | 11 | |
| REPORT Traffic Assistanc | œ | 2,155 | | | | 190 | ă (| | | | 100 | TOTAL GVB |
| Assistance with | | 1,468 | | | 31 | | - | 8 | | | THE IS | |
| Taking Photo for | | 879 | 1,74 | | 70 | | | and the second | | 12 | | 517,894 |
| | TOTAL | 4,502 | 17,2 | 35 17, | 653 | - | 11 | | | 1 Min | | TOTAL GVB |
| SAFETY & S REPORT | SECURIT | Y 20 |)17 2 | 018 20 |)19 | - | 11 | Jul. | | | | 34" |
| Loitering | | 1,6 | 621 2 | ,405 4, | 702 | de L | Party of | and a | S | | | increase from |
| Public Intoxication | on | | . · | 137 8 | 54 | Rine | 7 | | 24- | 0 10 T | Station of the local division of the local d | TOTAL GVB |
| Automotive Acci | dents | 1 | 19 - | 143 3 | 04 | | | | - | | | |
| Water-related In | cidents | 3 | 36 | 35 : | 20 | - | | | - | AND DESCRIPTION OF | and the second | 4.87 BILLION COlobadly - by the end of PT(20) |
| | тот | TAL 1,6 | 676 2 | ,720 5, | 880 | Sie | 000 | 11 | S.a. | 1. 21 | 2.9 9 | TOTAL GVB |
| SPORTS & I | EVENTS | 20 |)17 2 | 018 20 |)19 | | 1. | | 66 | | | |
| GVB Signature | Events | | 7 | 7 | 7 | Inifresi | | - The | 1144 | Thus | and the later | 1.75 MILLION |
| GVB Sponsored | Events | 1 | 4 | 25 2 | 20 | Hătă | | 11 | 1 1 10 | 以下 1世纪的 | P | TOTAL GVB |
| Sports Grant Aw | ards (NPO |) | 5 | 4 | 5 | Ada | HÅI | FA ADAI | PLEDGE | 2017 | 2018 2019 | HOWER APP DOWNLOADS |
| Ambassadors G | rants Awar | ds 3 | 34 | 21 2 | 25 | SUPPORTER | • <u> </u> | HAP Mem | | 114 | 101 116 | 59,056 |
| Supported Organ Events | nizations & | 2 | 27 | 24 | I3 | . | # of Ir | ndividuals F | epresented | 34,000 | 36,000 43,000 | (Skobally in FYTR) |
| | ~~~~ | ~~~~ | ~~~~ | | ~~~ | GUAM | ~~~~ | cccc | cccc | eccord. | | 2 |

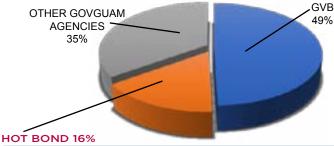
| TAF TRACKING | FY17 | FY18 | FY19 |
|-----------------|--------------|--------------|--------------|
| October | \$3,645,108 | \$3,117,363 | \$3,491,511 |
| November | \$3,056,702 | \$2,851,304 | \$3,147,390 |
| December | \$3,399,476 | \$3,035,574 | \$3,277,741 |
| January | \$4,465,705 | \$3,922,838 | \$4,201,286 |
| February | \$4,135,417 | \$4,395,390 | \$4,575,021 |
| March | \$4,216,841 | \$4,047,195 | \$4,302,124 |
| April | \$3,896,347 | \$3,666,966 | \$4,017,332 |
| Мау | \$3,291,997 | \$3,133,749 | \$3,125,362 |
| June | \$3,319,630 | \$3,069,071 | \$3,248,954 |
| July | \$2,949,948 | \$3,686,719 | \$3,250,871 |
| August | \$3,637,488 | \$3,526,348 | \$3,392,504 |
| September | \$4,002,049 | \$4,386,221 | \$5,100,012 |
| Total | \$44,016,708 | \$42,838,738 | \$45,130,108 |
| | | | |
| GVB Allotments | \$22,367,472 | \$23,835,216 | \$22,335,216 |
| % of TAF to GVB | 51% | 56% | 49% |
| Public Law No. | 33-185 | 34-42 | 34-116 |

GVB receives an average of 52% of TAF for its operation.

93%







HOT stands for Hotel Occupancy Tax, which was created to fund 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.

| SOURCES OF FUNDING | FY 2017 | FY 2018 | FY 2019 | % CHANGE FY19 vs. FY18 |
|------------------------------------------|--------------|--------------|--------------|---------------------------|
| Grants-in-aid from Government of Guam | \$22,767,472 | \$26,203,484 | \$22,335,216 | -15% |
| Other Income from Events Sponsorships | \$551,303 | \$715,657 | \$1,022,975 | 43% |
| Consumption Tax Refund from Japan Office | \$411,083 | \$1,253,600 | \$374,310 | -70% |
| Membership Dues & Interest Income | \$93,411 | \$36,420 | \$201,485 | 453% |
| TOTAL | \$23,823,269 | \$28,209,161 | \$23,933,986 | |

APPROPRIATIONS

GVB's direct appropriations from the TAF decreased in FY19 by 6%, from \$23,835,216 in FY18 to \$22,335,216 in FY19. In PL 34-116, TAF revenue projections for FY19 were \$44,746,562 of which actual collections were \$45,130,108 which result to an overage of \$383,546 or 1% above TAF prjection during the fiscal year. An 11% hotel occupancy tax funds the Bureau's operations which shows as Grants-in-aid from Government of Guam. This is authorized through the Legislature's annual budget appropriations.

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|-----|------|-----|---|
| E 1 | ί Ζι | J I | 9 |

| 019 | USE OF FUNDING | FY 2017 | FY 2018 | FY 2019 | % CHANGE FY19 vs. FY18 |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------|---------------|--------------|---------------------------------|
| | Professional Services | \$16,850,942 | \$16,853,8800 | \$15,319,920 | -9% |
| | Personnel | \$3,148,675 | \$2,429,695 | \$2,886,579 | 19% |
| | Travel | \$809,853 | \$844,689 | \$711,305 | -16% |
| 18% | Rent/Lease, Utilities, Repairs & Mainte- nance | \$541,995 | \$451,971 | \$407,303 | -10% |
| 6% | Materials & Supplies, Printing, Advertis- ing & Promotions | \$483,436 | \$1,844,873 | \$1,163,831 | -37% |
| | Charter Flights, Air Service Support & Sales Campaigns | \$- | \$1,997,903 | \$4,870,210 | 144% |
| An independent audit was conducted by | Miscellaneous | \$1,419,548 | \$1,332,326 | \$1,715,858 | 29% |
| Deloitte & Touché LLP, resulting in a clean opinion. Complete financial information can be | TOTAL | \$23,254,449 | \$25,755,337 | \$27,075,006 | |
| found at https://www.guamvisitorsbureau.com/ reports/financial-reports | | | Sec. 1 | S. State | 3 |

4% 2%. 1%

FY2019

ABOUT GVB 2PERFORMANCE 3 FINANCES

4 OUTLOOK

FUTURE OUTLOOK

- 3-4 years Tourism Recovery Roadmap
- Expanding Membership Outreach by providing added value benefits to members
- Build strong partnerships with other governmental agencies to search for grants and funding opportunities for infrastructure rehabilitation and upgrades
- Continuous collaboration with Guam Economic Development Authority (GEDA) to improve business liquidity
- Promoting shared responsibility in keeping the island clean to mitigate garbage and trash accumulation and vandalism through island-wide collaboration and initiatives



- Building island residents and visitors confidence to rebuild tourism industry post COVID-19
- Retooling the future in adopting to new norms and a digitized destination
- Addressing homelessness issue to ensure health, security and safety as Guam being the destination of choice
- Aging infrastructure that requires major rehabilitation and repairs
- Funding uncertainty with the limited inflow of Tourist Attraction Fund (TAF) dollars









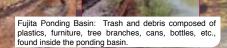
Specific box culverts are 6' wide by 4' deep and due to the lack of maintenance, the buildup of sand, silt and other debris has calcified to become cement-like, decreasing the storm water conveyance and maximum water holding capacity by more than half

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WE WANT TO HEAR FROM YOU ... Was this report helpful? What other information would you like to see in this report?

(671) 646-5278/9

For additional information, please visit info@visitguam.com GUAMVISITORSBUREAU.COM











Tumon Streetlight Poles: Along with the other infrastructure installed in Tumon Bay Infrastructure and Beautification Project (TBIB), the street lighting and crosswalks systems (below) are now approaching 23 and 19 years of service in Phase I and Phase II, respectively. Since their initial installation, the crosswalks and streetlighting system have been and are subject to the wear and tear of traffic and time



Crosswalks: Both these systems have been repaired through individual maintenance efforts, but a continuous servicing of these systems is required especially because they are at the end of their useable life

