

MANAGEMENT REPORT

Régine Biscoe Lee, President & CEO
GVB Board of Directors Meeting
December 11, 2025



RESEARCH



October 2025



October 1-31, 2025

Total: 61,792 (+16.4%)

% Market Mix	Origin	2024	2025	% vs LY
52.7%	Korea	27,897	32,538	16.6%
29.9%	Japan	14,381	18,478	28.5%
7.9%	US/Hawaii	5,760	4,904	-14.9%
2.2%	Philippines	1,325	1,385	4.5%
1.1%	Taiwan	161	674	318.6%
0.6%	China	452	375	-17.0%
0.1%	Hong Kong	55	68	23.6%

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

Calendar Year to Date 2025



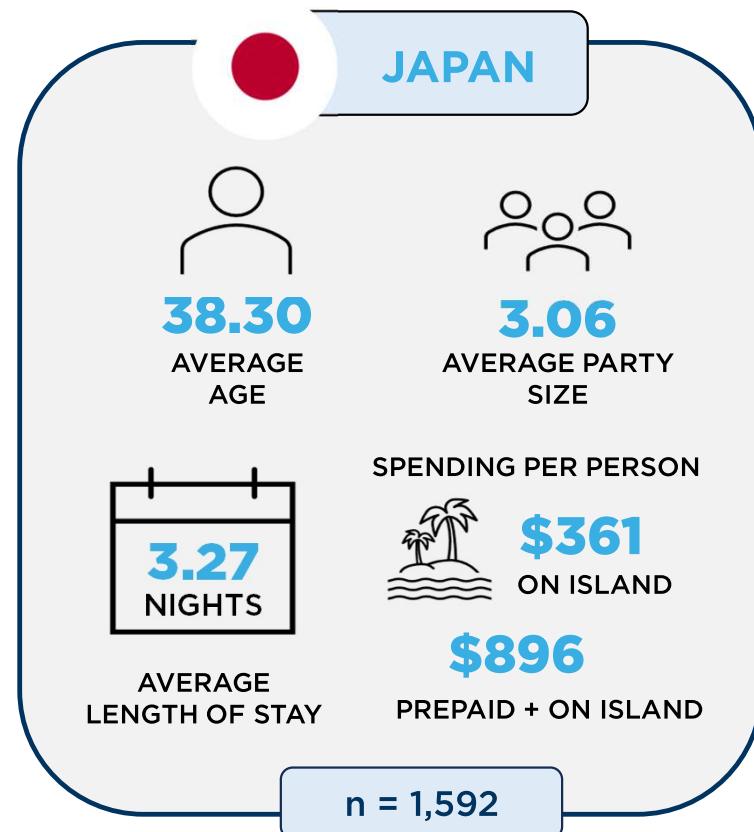
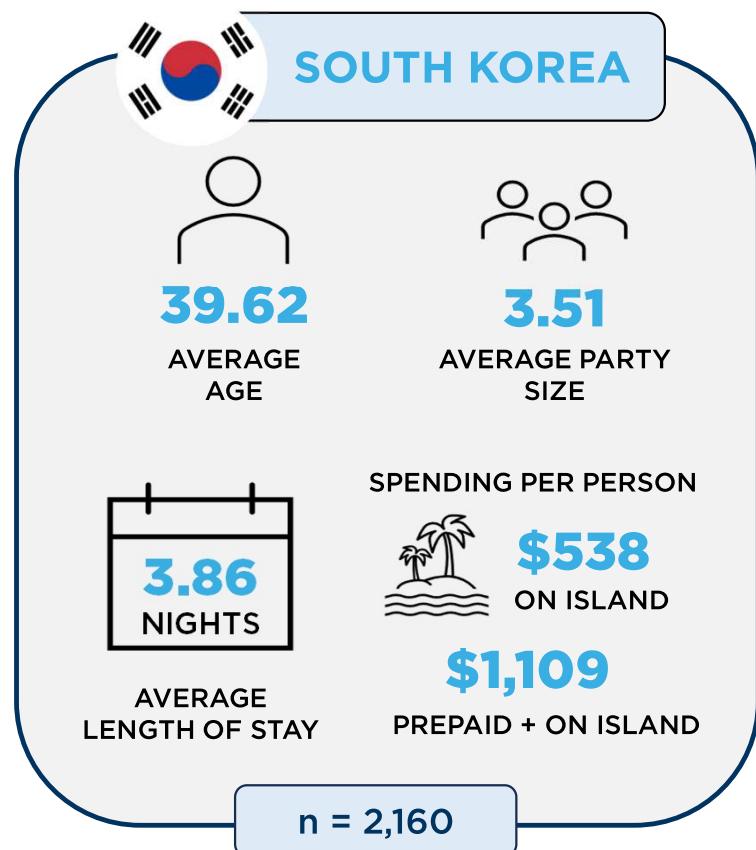
January - October 31, 2025

Total: 615,660 (-0.2%)

% Market Mix	Origin	2024	2025	% vs LY
47.4%	Korea	317,471	291,742	-8.1%
32.8%	Japan	167,290	201,630	20.5%
10.7%	US/Hawaii	72,492	66,170	-8.7%
1.9%	Philippines	10,912	11,893	9.0%
1.2%	Taiwan	2,553	7,259	184.3%
0.7%	China	4,356	4,123	-5.3%
0.1%	Hong Kong	593	611	3.0%

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

VISITOR PROFILE



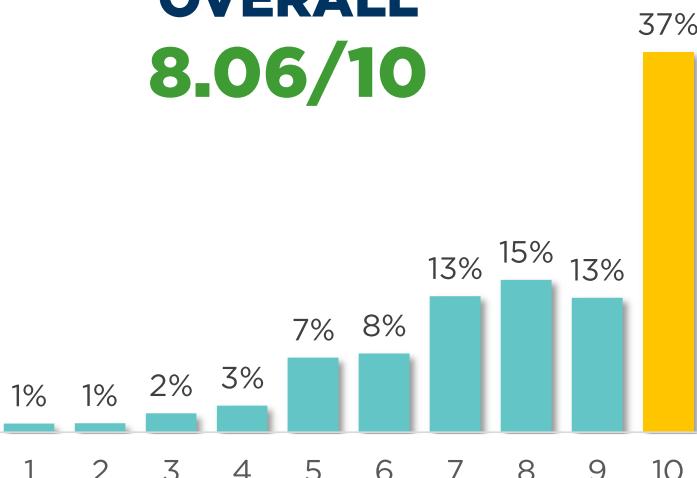
Source: Guam Visitors Bureau Exit Surveys, Fiscal Year 2025 (May-September 2025).

VISITOR SATISFACTION



SOUTH KOREA

**OVERALL
8.06/10**



n = 2,160

BY CATEGORY:



FRIENDLINESS OF STAFF

8.83



SHOPPING

7.90



BEACHES

8.80



PARKS

7.81



FRIENDLINESS OF LOCALS

8.73



DINING

7.75



SAFETY & SECURITY

8.39



ENTERTAINMENT

7.69



ACCOMODATIONS

8.16



ROAD CONDITIONS

7.31



TOURIST ATTRACTIONS

8.05



TRANSPORTATION

7.09

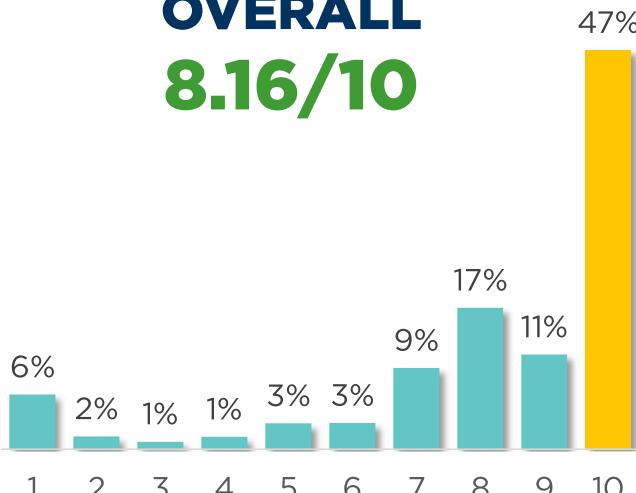
Source: Guam Visitors Bureau Exit Surveys, Fiscal Year 2025 (May-September 2025).

VISITOR SATISFACTION



JAPAN

OVERALL
8.16/10



n = 1,592

BY CATEGORY:



FRIENDLINESS OF LOCALS
9.05



SHOPPING
7.92



FRIENDLINESS OF STAFF
8.91



TOURIST ATTRACTIONS
7.78



SAFETY & SECURITY
8.80



ENTERTAINMENT
7.36



BEACHES
8.61



ROAD CONDITIONS
7.26



ACCOMODATIONS
8.30



TRANSPORTATION
7.09



DINING
8.17



PARKS
4.54

Source: Guam Visitors Bureau Exit Surveys, Fiscal Year 2025 (May-September 2025).

MARKETING



JAPAN



Guam Int'l Dance FESTIVAL - JAPAN

December 5-7, 2025

20 pax delegation from Japan

(Media/SNS/Guests/Digital partner)

- Guest Celebrities from Japan Shinji Takeda (Koko Race Ambassador & 3 celebrity SNS Influencer (Perth/Momoka/Yumeka + Crew/Mgr
 - Shota Ishi - Yosakoi Manager/SNS Planner
 - GLAM Media - Japan digital Media
 - Expedia Japan Executives (3Pax)
- 6 total Performance groups from Japan + Guest DJ Cely from Japan (United)



JAPAN



JAPAN Market additional Activation during GIDF 2025



Koko Road Race Promotion/Community engagement
December 7, 2025

- Corpsman Annual 2K/5K - Chamoru Village Hagatna course
- Filming for Koko Road race promotion with Koko Ambassador Shinji Takeda



PATA Micronesia Chapter Welcome Reception
December 8, 2025

Meet and Greet with NTO/STO Micronesia Region
Regional approach for branding enhancement

JAPAN



CHamoru Fiesta Nagoya - November 20th at Endoji Arcade - Nagoya

- Co-host: GVB/United Airlines/Chubu Centrair Airport
- 50+ key stakeholders in attendance (major Nagoya travel agencies)
- Strong consumer impact
- Guam Manne' food truck (CHamoru cuisine by Chef Daisuke Negishi) and live CHamoru dance
- Reinforcement of Nagoya as a priority route (FY26 growth & partnerships)

JAPAN

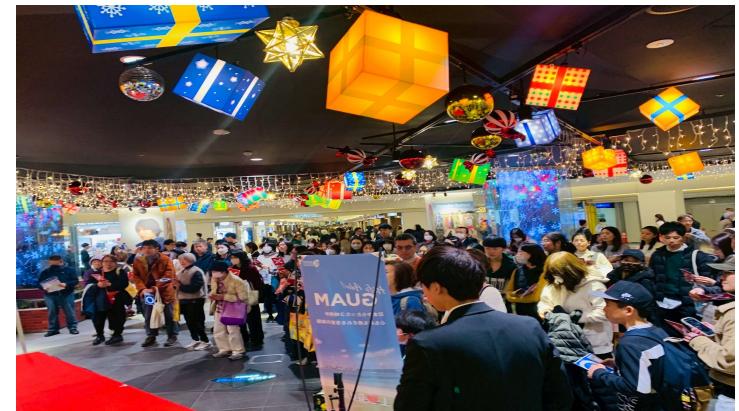


Warm Resort Guam Event in Winter!

November 23, 2025 - Nagoya

JTB consumer event at Sakae Chika Crystal Square
Designed to drive awareness + in-store bookings

- 3 CHamoru dance shows
 - 3 weaving workshops
 - 300 eco-bags with brochures
- ~200 participants; strong culture + retail conversion
Activated Nagoya as a key target market



KOREA



FY2026 COMPLETED PROJECT: NAVER PAY & GS25 CO-OP PROJECT

- Period: November 5 – November 30, 2025
- Scheme: GVB Korea X Naver Pay X GS Retail
 - 1) **Airport Pop-Up Store & Launch of Guam-Themed Travel Kit:** Introduce a limited-edition Guam Travel Kit, exclusively available at two GS25 stores in Incheon International Airport (T1 West, T2 Departure)
 - 2) **Guam Special Promotion & Rewards Program:** Customers who purchase Guam collaboration items via GS/Naver Pay channels are automatically entered into a lucky draw through GS application
 - 3) **Co-Advertisement & Co-Consumer Promotion:** Expose promotion at Naver Pay & GS25'S marketing channels & OOH advertisements utilizing broad consumer database of both partners
- Objective:
 - To strengthen Guam's brand visibility by leveraging GS25's retail presence (18,000+ stores nationwide) and Naver Pay's digital ecosystem through a co-branded promotion
 - To drive consumer engagement by introducing limited-edition Guam-themed products and linking them with attractive rewards, including Guam travel packages
 - To maximize cross-channel exposure by integrating online and offline marketing channels

Naver Pay & GS25 Co-op Promotion Images (Airport semi pop-up & SNS Exposure & Owned Channel Paid Ads)



KOREA



FY2026 ONGOING PROJECT: MEDIA TIE-IN PROJECT WITH hey!TRAVEL

- Period:
- Media:
- Scheme:

November 24 – November 29, 2025 (On-site Coverage / Shoot)

[hey!TRAVEL, KTX Magazine January 2026 Issue](#)

Publish Guam Special & Local Feature

- Objective:

- 1) Hey!TRAVEL : [40 Pages](#) Guam feature focusing on [local nature, landmarks and lifestyle coverage](#)
 - Nature / Local Life / Scene of Guam: Focusing on three main themes, the coverage and feature article will deliver Guam's appeal through visual-driven content, rather than adopting an overt travel-magazine style.
- 2) KTX Magazine : reformatting the hey!TRAVEL feature to [8P for KTX Magazine](#)
 - Publishing a Guam special feature in KTX Magazine, which has the highest circulation in Korea (110,000 copies)

- To appeal to image-oriented potential travelers in their 20s and 30s by effectively highlighting Guam's visual charm
- To archive image assets by utilizing real on-site photographs of Guam for future content use
- To establish brand identity among potential travelers by showcasing Guam through authentic, non-staged imagery

Hey!TRAVEL Coverage Reference



KOREA



FY2026 ONGOING PROJECT: GUAM OFFICIAL PROMOTIONAL VIDEO PRODUCTION

- Period: November 24 - December 1, 2025 (On-site Coverage / Shoot)
- No. of Participants: 10pax (7 Filming Team, 2 Model & Influencers, 1 GVB Korea)
- Scheme:
 - Showcase Guam's vibrant colors, landscapes, and attractions that will make the destination more appealing and memorable
 - **Develop official promotional film designed for year-round use**, unaffected by seasonal campaigns or peak travel periods
- Objective:
 - To highlight the unique cultural, natural, and experiential elements of Guam that appeal to Korean travelers
 - To inspire first-time and repeat visits through authentic, experience-driven visuals
 - To increase visibility of the Guam brand by producing high-quality visual assets

Guam Official Promo Video Production Reference Images



KOREA



FY2026 COMPLETED PROJECT: COLLABORATION WITH DANCE CREW NPher FOR GIDF 2025

- Period: December 5 – December 8, 2025
- No.of Participants: 9pax (6 NPher members, 2 NPher producers, 1 GVB Korea)
- Location: Tumon, Guam
- Objective:
 - To elevate the artistic value and global recognition of the Guam International Dance Festival through a special collaboration with a Korean dance group
 - To showcase Guam as a creative and culturally inspiring destination through dynamic stage performances blending contemporary and local artistry
 - To amplify Guam's cultural storytelling by creating visually compelling and emotionally resonant performance content
- Scheme:
 - Collaborate with NPher to participate as a guest performer at GIDF and present a special stage that integrates Korean contemporary choreography
 - NPher to create short-form videos to feature trending music & challenge songs with Guam background to make them go viral on Instagram reels and YouTube



TAIWAN



Taiwan Tourism Administration (TTA) Visit to Guam

- Date: November 19-22, 2025
- The Taiwan Tourism Administration (TTA) led a delegation to Guam, collaborating with the Taiwan Visitors Association (TVA), Lion Travel, and Edison Tours to conduct a series of courtesy meetings.
- During their visit, the Taiwan delegation met with Governor Lourdes A. Leon Guerrero, GVB, GHRA, and TECO Guam Director-General Chia-Ping Liu.
- Discussions focused on air connectivity, tourism promotion, sustainable tourism practices, workforce challenges, and market potential of U.S. military personnel and their families.



Guam & Taiwan Tourism Workshop

- Date: November 21, 2025
- Location: Hotel Nikko Guam, Tan Rita Event Room
- The TTA/ TVA visit included a Guam & Taiwan Tourism Workshop with support from GVB and the Taipei Economic and Cultural Office (TECO) in Guam.
- The workshop's primary focus was on increasing inbound travel between Guam and Taiwan while highlighting the key elements of each destination's tourism resources.
- During the seminar, GVB President Régine Biscoe Lee gave a presentation on Guam and its unique tourism offerings and introduced GVB Members, who showcased their products and experiences.



TAIWAN



A special thank you to the GVB Members for participating in the workshop:



TAIWAN



MICE Seminar in Taiwan

- Date: November 20, 2025
- GVB co-hosted a MICE Seminar in Taiwan with Lion Travel, presenting Guam's updated incentive travel offerings directly to corporate decision-makers and strengthening Guam's positioning in the Taiwan MICE market.
- GVB formally introduced the new MICE Program, outlining key benefits and project objectives to encourage corporate groups to choose Guam for their 2025-2026 incentive travel plans.



LION TRAVEL
雄獅旅遊

GUAM
VISITORS
BUREAU

What a GUAMderful Day!
玩美關島 激勵無限
November 20, 2025

尊敬的貴賓您好：
衷心感謝您對雄獅旅遊的長期支持與信任。雄獅旅遊自創立以來，不斷以創新與專業服務，成為眾多企業獎勵旅遊的首選夥伴。
關島，融合陽光沙灘、熱情文化與繽紛的島嶼休閒體驗，從台灣出發僅兩直飛的四小時，即可盡覽抵禦的風情之島，以獨特的查莫洛文化與美式度假交織出溫暖氛圍，豐富多樣的自然空間與文化秘境，激發團隊探索精神，凝聚信任與默契，以熱情能量與自然魅力，成就企業團隊間最真實的連結，不僅是度假天堂，更是企業獎勵與團隊活動的理想舞台。
雄獅旅遊誠摯邀請您撥冗蒞臨由關島觀光局主辦的「What a GUAMderful Day！玩美關島，激勵無限」企業推介會，活動中將深入介紹關島的旅遊亮點、會展資源及專屬商務解決方案，協助企業激勵團隊，拓展國際視野，強化品牌價值。
誠摯期待您的蒞臨，與關島觀光局代表攜手啟動玩美旅程，凝聚團隊新能量！

| 活動資訊
時間 | 2025年11月20日（四）
地點 | 松菸「Island133」
台北市信義區光復南路133號

| 活動流程：
10:00-10:30 | 報到
10:30-12:00 | 活動開場、互動交流
12:00-12:20 | 全員大合照
12:20-14:00 | 午餐餐敘

TAIWAN



Guam Delegation attending the 2025 World Indigenous Traditional Games in Taiwan

- Date: December 6-13, 2025
- The 2025 World Indigenous Traditional Games will bring together over 300 athletes from Indigenous communities across the globe. Participating countries include Palau, Tuvalu, the Marshall Islands, Guatemala, New Zealand, Japan, Guam, Hawai'i, the Northern Mariana Islands, Canada, and the Philippines, creating a powerful platform for global Indigenous exchange and athletic excellence.
- Organized by Taiwan's Council of Indigenous Peoples (CIP), the Games honor ancestral knowledge, athleticism, and cultural resilience. The event strengthens global understanding of Indigenous identity through traditional sports—values that strongly align with the mission of the Department of Chamorro Affairs.
 - Traditional Archery
 - Traditional Music & Dance
 - Traditional Wrestling
 - Traditional Road Running
 - Traditional Weight Carrying
 - Traditional Tug of War



MARKET INTEL



MARKET INTEL



Tourism Industry open source Data 2026 Forecast

- Year of quiet escapes, algorithm-shaped itineraries, extra personalized retreats
- Return to slower, more intentional travel
- Off grid destinations on the rise, away from mass market attractions

MARKET INTEL



IATA Global outlook 2026

- US capacity constraints, pilot shortages, engine reliability issues and rising labor costs restricting expansion
- Supply-chain challenges will “continue to constraint airlines’ ability to meet consumer demand,” aircraft delivery back logs
- Asia Pacific forecasting “robust demand” driven by China and India, projects 83.4% LF all time regional record
- Global passenger volume 5.2 billion +4.4% yoy
- Net profit per pax \$7.90 (same as LY) vs. \$8.50 in 2023

MARKET INTEL



Japanese Travelers

- Based on surveys, economic trends, transport and tourism related data
- Overseas travel continuing recovery despite yen depreciation and rising prices
- JTB Year End-New Year travel Dec 20, 2025 - Jan 5, 2026
- Domestic trips are up +2%, driven by short family trips
- Overseas +31.5%, growth led by HI and Europe, other top destinations include Taiwan and Guam
- Most common (21%) trip duration 3 nights 4 days

MARKET INTEL



Japan departure tax to increase in fiscal year 2026

- From 1,000 to 3,000 yen per pax to fund tourism promotion and anti-overtourism measures
- Concerns that rapid surge in tourists negatively impacting local residents' lives and the environment
- Departure tax in air fare, collected no matter the nationality
- Increase could raise 150 billion yen annually

MARKET INTEL



Korean Overseas travel 2026

- Focus on personalized, experiential-driven trips
- MZ traveler demographics often receive parental travel support, highly engaged in unique, experience - focused trips using apps , and prioritizing local culture
- Trends include local supermarket food experiences, seeking new connections ("*yeomanchu*")
- Koreans have more days off (118) in 2026 and are increasing travel budgets
- Digital tools and short frequent trips favored while enjoying cultural immersion, nature and K-wave ("*Hallyu*") related experiences
- Korean Air and Hanjin Group Asiana, Jin Air, Air Busan, and Air Seoul rolling out Starlink in flight WIFI late 2026 in key long haul aircraft, complete fleet installation by end of 2027

MARKET INTEL



Republic of China

- Taiwanese outbound travel projected to be strong in 2026
- Driven by strong currency and appetite for new experiences
- Group and family “togetherness” travel a popular segment
- Attractive airfares and convenient transportation important, i.e. Japan

DESTINATION DEVELOPMENT



GUAM INTERNATIONAL DANCE FESTIVAL



Thursday, December 4th
Press Conference at the
Tsubaki Tower

GUAM INTERNATIONAL DANCE FESTIVAL



Friday, December 5th
Workshops

Sinajana Fine Arts
Center & Micronesia
Mall

GUAM INTERNATIONAL DANCE FESTIVAL



Friday, December 5th
Showcase at the Micronesia Mall



GUAM INTERNATIONAL DANCE FESTIVAL



1st day of competition at the SandCastle
SOLD OUT!



GUAM INTERNATIONAL DANCE FESTIVAL



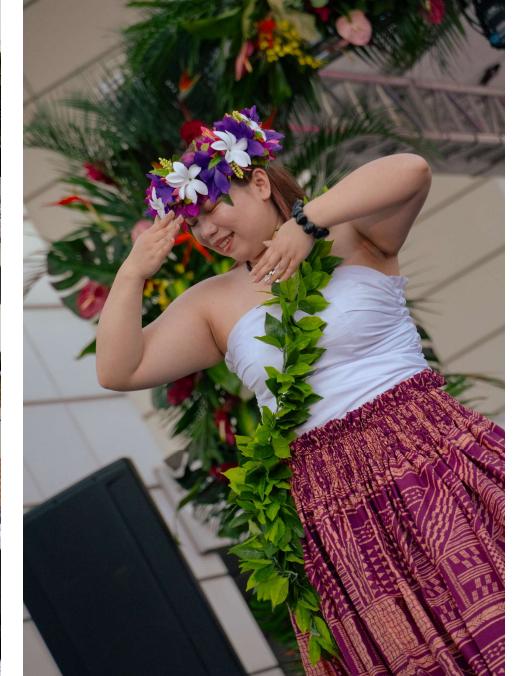
1st day of competition at the SandCastle



GUAM INTERNATIONAL DANCE FESTIVAL



2nd day of competition at the Tumon Night Market



GUAM INTERNATIONAL DANCE FESTIVAL



2nd day of competition at the Tumon Night Market



GUAM INTERNATIONAL DANCE FESTIVAL



Live Performance by NPher & Shinji Takeda



GUAM INTERNATIONAL DANCE FESTIVAL



CULTURAL DIVISION WINNERS:

- 1st Place - Natibu Dance Academy - Polynesia (Guam)
- 2nd Place - Mahiga Dance Academy (Guam)
- 3rd Place - Natibu Dance Academy - CHamoru (Guam)
- Best Cultural Representation - Mahiga Dance Academy (Guam)
- Best Cultural Costume - Natibu Dance Academy - CHamoru (Guam)
- Most Creative Cultural Concept - Natibu Dance Academy - Polynesia (Guam)



GUAM INTERNATIONAL DANCE FESTIVAL



CONTEMPORARY DIVISION WINNERS:

- 1st Place - Amata (Japan)
- 2nd Place - Studio B Company - Latch (Guam)
- 3rd Place - Studio B Company - Halo (Guam)
- Best Contemporary Concept - Studio B Dance Company - Latch (Guam)
- Best Contemporary Costume - Amata (Japan)
- Most Creative Contemporary Concept - Studio B Dance Company - Halo (Guam)

PEOPLE'S CHOICE:

- Day 1 (Saturday, Dec. 6) - SBCS Spartans Dance Crew (Guam)
- Day 2 (Sunday, Dec. 7) - Studio B Dance Company - Halo (Guam)



GUAM INTERNATIONAL DANCE FESTIVAL



Thank you to our supporters and sponsors!

GUAM INTERNATIONAL DANCE FESTIVAL



- Thank you to our staff, management, Board of Directors, Governor Lou Leon Guerrero & Lt. Governor Josh Tenorio, Senator Jesse Lujan, Senator Tina Muna Barnes
- Special appreciation to Directors Ken Yanagisawa, Michelle Merfalen, Mayor Robert Hofmann, Eun Ho and Vice-Chair Kin Cook.
- Thank you as well to our singers, emcees and AltrXEgo!



GHRA x GVB MIXER HOLIDAY SOCIAL



The poster features two glasses of champagne with bubbles, set against a dark background with silver tinsel and a red Christmas ornament. The top left corner has the seal of the Guam Hotel & Restaurant Association. The top right corner has the Guam Visitors Bureau logo. The text "HOLIDAY SOCIAL" is prominently displayed in large, white, serif capital letters across the center. Below it, a smaller paragraph reads: "Join GHRA & GVB for an industry night to celebrate the holidays with industry stakeholders! The GHRA Social is a fundraising event which helps the organization provide valuable services to its members, tourism industry and community." A large red ribbon bow is centered at the bottom. The date "DECEMBER 16" is written in white, with "16" being significantly larger. To the right of the date is the time "6PM - 9PM". Below the date and time, "HYATT REGENCY GUAM" is written in white. To the right of "HYATT REGENCY GUAM" is a "PAY HERE" button with icons for VISA and MasterCard. Below these details, there is a list of ticket options with checkboxes:

- INDIVIDUAL TICKETS (\$125)
- PRESENTER SPONSOR (\$1,000) *INCLUDES TEN (10) TICKETS
- CORPORATE SPONSOR (\$600) *INCLUDES SIX (6) TICKETS

Below the list are several input fields for contact information:

CONTACT PERSON: _____
COMPANY: _____
EMAIL: _____
PHONE: _____
RAFFLE PRIZE/VALUE: _____

At the bottom, the text "SUBMIT YOUR RSVP VIA INFO@GHRA.ORG" is written in white.

Tuesday, December 16th

6pm - 9pm

Hyatt Regency Guam

FINANCIAL UPDATE



Financial Update - Revenues



Revenues (Unaudited)	Month to Date - October 2025		
	Oct. 2025	Oct. 2024	Var. (%)
Allotments	\$2,414,390	\$2,414,390	0%
Membership Dues	\$29,400	\$51,600	(76%)
Vendor Fees - TNM	\$18,675	\$---	100%
GIDF Sponsorship	\$10,000	\$---	100%
Other Income	\$5,220	\$54,784	(950%)
Total Revenues	\$2,477,685	\$2,520,774	(2%)
Total Expenses	\$1,356,652	\$1,706,654	(21%)

Financial Update - Expenses per Market



Markets (Unaudited)	Month to Date - October 2025			PY	
	Budget	Actual	Var%	Oct. 2024	Var %
South Korea	\$430,000	\$415,143	3%	\$48,152	762%
Japan	\$70,000	\$62,162	11%	\$113,223	(45%)
Taiwan	\$25,500	\$15,136	41%	\$30,996	(51%)
Philippines	\$29,950	\$24,795	17%	\$2,866	(765%)
Global Website	\$25,000	\$16,505	34%	\$16,093	3%
Print Promo	\$24,553	\$600	98%	\$6,354	(91%)
New Market Development	\$15,479	\$20,668	(34%)	\$20,866	(1%)
Social Media	\$570	\$4,499	(689%)	\$36,307	(88%)
United States	\$---	\$8,169	(100%)	\$49,001	(83%)
Total	\$621,052	\$567,677	9%	\$323,858	75%

Financial Update - Expenses per Program



Programs (Unaudited)	Month to Date - October 2025			PY	
	Budget	Actual	Var%	Oct. 2024	Var %
Visitor Safety	\$233,334	\$168,433	28%	\$151,347	11%
Destination Development	\$120,834	\$72,338	40%	\$488,157	(85%)
Sports & Events	\$70,000	\$59,402	15%	\$108,250	(45%)
Culture & Heritage	\$50,000	\$8,100	84%	\$33,718	(76%)
Total Destination	\$474,168	\$308,273	35%	\$781,472	(61%)
Research	\$75,000	\$73,817	2%	\$61,852	19%
Administration	\$526,907	\$406,982	23%	\$539,472	(25%)

SI YU'OS MA'ÅSE'

