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The Master Plan: Six Hits and a Ms.

For 30 years and since her graduation from Texas A&M Maritime Academy, Robin Espinosa has been waiting for that defining moment when she would be named a permanent master of her own Horizon Lines ship. In late May—the assignment became a reality when Captain Espinosa was chosen to cross that bridge onto the Horizon Hunter.



Her groundbreaking appointment was announced along with six very deserving and equally qualified ships' permanent masters named by Horizon Lines on May 27th. They are Captains Steve Procida, Horizon Challenger; Ron Radicali, Horizon Enterprise; Mark Ruppert, Horizon Producer; Mike Parr, Horizon Eagle; Kevin McCarthy, Horizon Falcon; Steven Crawford, Horizon Tiger; and Captain Espinosa.

John V. Keenan, Senior Vice President and COO of Horizon Lines, notes: "The Officer Selection Board review represents a very significant change in our vessel teams. These selections are all contingent upon the named individuals completing the new personnel management/leadership course

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The Watershed Moment

Watershed Event (noun): an event marking a unique or important historical change of course or one on which important developments depend

The first quarter of 2010 will be recorded as a watershed in the history of Horizon Lines Inc. The decision to launch a new Asia service, combined with a new six-year terminal service agreement with APMT, has positioned Horizon Lines for future growth that will benefit customers, investors and associates.

"This move allows us to be more of what we want to be for our customers today and more of what they need in the future—that is a reliable and cost-competitive ocean logistics partner for any supply chain," says Chuck Raymond, Chairman, President and CEO. "The core mission of our entire company will be to simplify the shipping process for our customers by providing end-to-end ocean logistics solutions, leveraging our industry-leading Jones Act shipping network, our domestic U.S. inland transportation capabilities and our service partner network in Asia."

To understand the significance of a decision, though, one must appreciate how that decision came to be. The story behind Horizon's move 'back' into international service is one of opportunity, timing and strength.

Opportunity

Companies are presented with game-changing opportunities only so often. The expiration of the space charter contract with Maersk and the APMT agreements in December,

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timed with a developing global economic recovery, opened a door. When doors open, management must take a look. What Horizon executives saw was encouraging.

"The process of assessing the opportunity at hand seemed much like the drydock maintenance we perform on our vessels," said John V. Keenan, Senior Vice President and COO of Horizon Lines. "Drydock allows us to look under the waterline; to re-examine the things we take for granted and to make sure those things continue to serve as a foundation for ongoing success. We use our time in drydock wisely, moving quickly to take advantage of an opportunity that won't come again for a long time."

In fact, it seems as though the entire global economy is coming out of drydock. Those companies that used their time wisely will have assessed the opportunities, made adjustments and charted a course to succeed in a new reality. Horizon Lines is on that course today.

Timing

Timing is everything, a wise man once said. Sometimes companies make their own timing. Sometimes events come together in such a way that companies are compelled to respond. Either way, it is decisive action taken that dictates success.

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Once it became clear that continuing the Maersk agreement past 2010 was not viable for either party, Horizon Lines was faced with a question. Is the timing right to enter the transpacific market on our own? At first glance, even asking that question seemed questionable. The primary global ocean carriers had just reported estimated losses of \$20 billion for 2009. However, a deeper look revealed a more complex picture. Ocean rates seemed to be stabilizing, but "one-size-fits-all" transpacific service options and slow steaming were creating rising discontentment among shippers and gaps in the market.

"Our customers told us they are looking for alternatives in the transpacific trade," says Brian Taylor, Senior Vice President of International Services, a new position in the company. "They want greater reliability, more stability and better customer service. We deliver these benefits to our customers today in the Jones Act markets. Positive customer feedback combined with general improvement in the global economy led us to the decision that the time is right to offer a high-touch, niche transpacific liner service."

Throw into the mix the added capabilities developed by Horizon's logistics team over the past two years and Taylor believes Horizon Lines can fill a valuable niche. "With our new international liner service linking China and the U.S., we will be able to provide various levels of service including rapid ocean transit," he says. "Our focus will be on providing the integrated solution that fits our customer's supply chain best. The logistics group will support the delivery of integrated ocean logistics solutions domestically and internationally by managing inland transportation services and network partnerships. We have the operations needed to support this vision. We are one company focused on one goal."

Strength

The opportunity exists, the timing is right, and Horizon Lines is ready. We have a strong plan and a highly capable, highly experienced organization.

"In challenging times, success follows clear vision, renewed focus and decisive action. Operating in a very difficult environment in 2009, our people demonstrated grit and resilience," Chuck says. "Our customers want simplicity and reliability and they want to operate their supply chain more efficiently than everyone else. That's what we do. That's what we've been doing since Malcom McLean revolutionized trade more than 50 years ago. We deliver."

SAFETY/SECURITY/HORIZONGREEN

Emission Control

When NJ Biz, a weekly New Jersey business newspaper, wanted expertise on the new North American air emissions control program that will set new standards for ocean-going carriers, their reporter turned to Michael Bohlman, Horizon Lines' director of marine operations in Kenilworth, NJ.

These new standards have been established by the International Maritime Organization (IMO) and are expected to result in environmental benefits for port communities and the public. Under the rules, emissions of sulfur oxides, nitrogen oxides and fine-particulate matter from ships traveling within a certain distance from U.S. and Canadian coasts will be subject to stricter standards than elsewhere in the world.

Mike, who is also Chairman of the Chamber of Shipping in America, says that the new rules will require a number of changes, such as additional fuel tanks to separate lower-sulfur fuel from the less-expensive bunker oil typically burned at sea by many ocean carriers.

As an alternative, he told NJ BIZ, ship operators may use exhaust cleaning devices, known as scrubbers, to extract residual sulfur from the exhaust. "There will be cost impacts" because, he adds, "to accommodate a different grade of fuel will cost money."

The newspaper notes that if Horizon opts to use lower sulfur fuels, the company — like others — could pay considerably higher fuel costs, which in turn may lead to rising shipping costs for businesses that move goods in and out of port. "If the costs go up, we have to accommodate that somehow," says Mike.

One solution aimed at controlling costs, according to the newspaper, is the incentive being offered by the Port of New York and New Jersey to subsidize the cost of the lower-sulfur fuel or the fuel delivery system.

Mike expects there will be plenty of time to work out all the details, and while major hurdles are not anticipated, "it remains to be seen," he says.





Strategy: Leadership and Learning

John F. Kennedy once wrote "leadership and learning are indispensable to each other." Though not as poignant as "ask not what your country can do for you, ask what you can do for your country," many of President Kennedy's quotes continue to be so relevant in our society today.

These quotes also are very instructive for how each one of us should approach our careers at Horizon Lines. That is why 25 senior managers and executives from throughout the company attended The Horizon Lines Leadership Development Program this April. Project assignments in this year-long program focus on growing our business in a smart way, becoming a more efficient organization and improving employee engagement and retention. Read Mark Blankenship's column if you would like to know more.

Leadership and learning do indeed go hand in hand. Take this newsletter, for example. It contains stories about Horizon Lines, about you, our associates, leading, learning ... and winning. It's about Jenny Melgert and Rieve MacEwen leading a team to a winning contract. It's about educating people about the importance of wearing red in Rancho Dominguez, CA. It's about our people in Puerto Rico extending a helping hand to their neighbors in Haiti. It sheds more light on one of the biggest and most important decisions we've made in recent years to secure our company's long-term success - Asia.

What does being Service Manager of the Year have to do with the Oscars? Why do groceries and Guam make a good couple? Who is the first woman master to serve at Horizon Lines? Well, you'll have to read this issue to find out. But I'll give you a hint. It's all about leading and learning. Read on!

Charles G. "Chuck" Raymond
Chairman, President & CEO

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Editorial Director: *Jim Storey*
Managing Editor: *Kelly Dennison*
Editor: *Barbara Yeninas*
Design: *BSY Associates Inc.*
Account Manager:
Gordon Forsyth, BSYA
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ALASKA

61°150'

6,000 Miles Across the Sea

The usual round-trip mileage from Tacoma to Anchorage increases four-fold under the vessel modifications project for Horizon Lines' D7 ships in that trade lane. The vessels cross the North Pacific and the South Pacific to Southeast Asia and a modern shipyard in Vietnam—some 6,000 miles one way—for drydocking that includes customer-driven modifications for the future.

The project commenced with the Horizon Anchorage, which returned to the trade in March. The Horizon Kodiak departs in the fall and the Horizon Tacoma has a date in early 2011. The Horizon Consumer, usually in relief status, is the designated replacement vessel for these rotations to negate service disruptions. Drydock work is customarily scheduled during seasonal periods when cargo volumes decline.

Marv Buchanan, General Manager of Pacific Services, says: "The ships will add capacity for 45-foot containers and convert 40-foot low-cube cells to high-cube slots. This additional capacity positions us well for the future of the Alaska trade."

Maintenance and inspection are part of the drydock process, meeting US government regulations mandating that these ships be pulled out of the water and inspected twice every five years. Horizon's Ocean Transportation Services Group, who worked with marine engineering specialists and naval architects on the renovation designs, manages drydocking for all Horizon Lines' vessels.

Drydock personnel work with the seafaring staff, which stays with the vessel in Vietnam. This staff includes the captain, chief mate, chief engineer, first assistant engineer and other key crewmembers. "Reliable transportation and on-time performance is key for our company and dedicated associates," says Marv, noting that fleet-wide availability stands at 99.7% through FY 2009.

Why Vietnam? "They have the right facilities, the right technology, the needed availability and competitive prices," he says. "And despite the distance, we end up on the Pacific Rim and can get back to work quickly."

High-Wire Act in Hawaii



A delicate balancing act — even described as "pick-up sticks" — took place in Honolulu as skewed containers hanging off the side of Horizon Hunter arrived at the Hawaii Stevedores Inc. terminal in January. On its way to Guam, the vessel encountered a three-day storm sailing through 25-foot seas with 30-foot swells and winds of 50 miles an hour. The crew was safe, but the same doesn't hold true for some containers, six of which were lost in the Pacific.

"We were not confident that the stack leaning over the side would stay in place as we began to handle the uppermost container," said John David Bryant, Director of Operations at Hawaii Stevedores Inc., whose team led the

spectacular effort in removing the damaged containers. "But, it turned out that the leaning stack was quite stable and effectively wedged in as it fell over." An estimated 30 boxes were damaged.

"Heavy lift wires were placed on the container spreader of a 100-ton crane along with safety hooks and attached to an appropriate lifting point on the container to be moved. In some cases, these lift points were either destroyed or unusable by damage from the collapsed tiers of containers," says John. "We rigged other lifting wires to whatever remained of the box and rigged it to remove as much as possible without further damaging what remained, so some salvage of cargo was possible." It took about 36 hours to get the majority of the broken containers off the ship.

After the cleanup, the vessel moved to another pier for normal operations and was on its way to Guam a day later.



HAWAII

21°157'



Groceries to Guam

If the military travels on its stomach, the Defense Commissary Agency (DeCA) makes sure soldiers aren't too far from their groceries. This is how DeCA describes its role in feeding America's military by operating a network of some 260 grocery stores in a dozen locations, including Guam.

A delegation of DeCA personnel recently visited Guam and Horizon Lines, which helps DeCA move goods to supply its Guam stores. Volume in these stores will increase significantly with the planned move of more than 8,000 Marines and their dependants from Okinawa to Guam by mid-decade.

Eligible shoppers include military personnel and retirees, Reserve and National Guard members and their families, all of whom can purchase groceries and household goods at cost, plus a 5% Congress-mandated surcharge to cover commissary construction and renovation expenses. The payoff for shoppers is a discount of 30% or more compared with retail prices. The average commissary carries about 11,000 items and annual DeCA sales exceed \$5.5 billion.



At the vessel and port tour to DECA were, from left to right: Back Row: Horizon Lines' Guam Manager Hugh Healey, Brian Aipperspach (Executive officer), Jack McGregor (Chief, Overseas Product Support Division), William Melton (Guam CDC Manager) and Steve Peterson (Guam Store Director) Front Row: Larry Bentley (Guam Zone Manager), Keith Hagenbuch (Director), Michelle Quidachay, (HRZ Guam) and MC Joe Valdez (Senior enlisted Advisor).

13° 14' 44" GUAM

Human Resources Update Building Organizational Capabilities

From Mark Blankenship, VP Human Resources

In April Horizon Lines invited 25 senior managers and executives from throughout the company to attend the first of four three-day training sessions focused on leadership development. The Horizon Lines Leadership Development Program is taking place at the McColl School of Business at Queens University of Charlotte. The school's top Executive MBA faculty is focused on helping our organization execute our business strategy while meeting current and future challenges.

During the April session the group was divided into four subgroups, each of which was tasked with an Action Learning Assignment. The Action Learning Assignment provides the opportunity for each person to apply classroom learning to the challenges and issues facing Horizon Lines. These assignments focus on growing the business in a smart way, becoming a more efficient organization, and improving employee engagement and retention. Each team will report its findings to the senior executive team at a subsequent session.

Horizon Lines has shared a strong relationship with the McColl School for many years, dating back to when we were part of Sea-Land Service. We are excited about the potential of this leadership program, and we hope it will lead to a multi-year endeavor that gives additional managers and executives the opportunity to attend.

Leadership training is just one area of focus as we continue to invest in our most valuable assets. In May, we also launched a Sales Effectiveness Training Program that each of our Sales associates will attend. This program is focused on improving our associates' selling skills, which are so essential when competing in today's business environment. Providing our sales team with appropriate training to complement the improved systems that we have implemented in recent years will continue to keep us ahead of our competition.

Training and developing our associates is integral to building the organizational capabilities required to support and grow our business. Horizon Lines is committed to high quality programs like these to ensure our associates have the training and tools necessary to deliver the customer service excellence that makes us the preferred provider in the eyes of our customers.

'Grass Roots' Through The Years

Recognizing that Horizon Lines' origin was a product of grass roots innovation, Jacksonville sales team members Virginia Bailey and Janice Martinez displayed company support for a Florida economic matchmaking event between smaller Puerto Rico businesses and experienced service providers in the trade.

"As the only ocean carrier invited, we saw an opportunity to listen to their needs, tell our story and how Horizon Lines can help," says Virginia. The Puerto Rican Chamber of Commerce of Florida sponsored the event. Headed by Elizabeth Cuevas-Neunder, President/CEO, the chamber sees itself as the voice of the Puerto Rican export business in the state with a core purpose of promoting free enterprise with other chambers, government and regulatory agencies.

"Certainly, the Tampa-based economic matchmaking event provided an excellent opportunity for these smaller Puerto Rico-based companies to hear in high-level generic terms how to market themselves in the United States mainland," says Virginia. Horizon Lines, she adds, gave a customer-centric presentation showing how the company over 50 years has consistently created new business opportunities for shippers at both ends of the trade and has built upon an established presence in the market.

Says Virginia: "Our new service call at Tampa indicates how we maximized opportunities between Puerto Rico and Houston with a Tampa call that confirms for customers, shareholders and associates that Horizon Lines is committed to the people of Puerto Rico and growing their markets. Although the attendee list was small in size – the level of enthusiasm created by Elizabeth and the Puerto Rican Chamber was huge. We made some good contacts and were able to connect to an existing customer or two. Our biggest contribution was simply supporting 'grass roots'."



PUERTO RICO

18° 66"

Seeing Red in Rancho Dominguez



Pictured below in all their crimson glory: (left to right)

Top Row C. J. Hennessey, Kay Van Weerthuisen, Robert Loya, Janice Hunter, Danelle Stanley, Patti Thompson, Colleen Nou, Cathy Holt

Bottom Row George Vu, Jackie Pace, Tara Leonhardt, Dixie Blank

out of the day to pose for a picture. Some even wore Horizon Lines shirts in the company color, which supported the cause.

But building awareness shouldn't be confined to just one day. Any office can consider organizing a Wear Red Day on any day to let the world know you're fighting to raise awareness of heart disease in women.

National Wear Red Day encourages people—friends, family and co-workers—to wear red and speak up about heart disease in women —our nation's No. 1 killer. For the Horizon Lines associates in Rancho Dominguez, CA, the national challenge to build awareness of the disease brought out their best.

Looking like true poster children for the cause, the men and women in the office took the national event seriously and showed their true colors and even took a moment



GET TO KNOW

NDTA: Providing 'Access' To Military Relationships

If the US Department of Defense were a private enterprise, it would be number one on the Fortune Global 500. It operates the largest supply chain in the world at a cost of more than \$80 billion annually, and employs more than one million people who deliver goods valued in excess of \$500 billion, more than twice that of Walmart, the world's number one commercial retailer

It has as its customers every U.S. soldier, sailor, aviator and Marine, and each taxpaying American citizen is a stockholder. Its board of directors is the 535-member House of Representatives and Senate, which oversee its workings.

Is it any wonder then that Horizon Lines, along with America's other qualified ocean carriers, courts the DoD to garner contracts to move these goods across the seas throughout the world?

"For us, helping the US military move its vital cargo throughout the Jones Act markets and Guam is a priority," says Ed Berti, Director, Military/Government Sales. "Whether it is military gear, toothbrushes, personal effects, foodstuffs, boats or vehicles – and everything in between – it's an important mission for Horizon Lines."

Enter the National Defense Transportation Association (NDTA), founded in 1944, which provides "the opportunity to build relationships between the carriers and other businesses and senior military leaders," according to Ken Wykle, who has been president since 2002. "We are the tie that binds industry and government together in the pursuit of common issues."

Wykle is himself a retired U.S. Army lieutenant general who transferred to the Transportation Corps and served in a variety of command and staff positions during his distinguished military career. Prior to retirement, he served as Deputy Commander, U.S. Transportation Command. "We provide government a window into industry and we allow industry a voice in government processes and deliberations."

Non-lobby, non-political and non-profit, the NDTA holds meetings, seminars and an annual convention that provide significant networking opportunity for all sectors. "Horizon Lines takes its membership seriously. The carrier is very active with exhibits, sponsorships and participation on panels and virtually every activity that can only help enhance the company's strength in the military markets," says General Wykle.

Love and Haiti



Just 350 nautical miles from San Juan in the middle of the beautiful Caribbean Sea came the catastrophic earthquake that killed, maimed and forever changed the people and the impoverished country of Haiti. The rumble was felt in Puerto Rico where, on a moment's notice, the associates of Horizon Lines, as part of the community outreach program, commenced one of their most important activities: disaster relief.

"We prayed and cried for our neighbors and their grief and then we turned the mourning into something proactive and productive," says Janet Nieves, Safety and Security Manager at Horizon Lines of Puerto Rico and head of its community outreach program. "We immediately commenced a campaign and collected donated cargo from customers, vendors and our own people for such products as food, water, medicine and medical needs, and clothing."

Horizon Lines donated containers for various purposes and also collected three containers of goods that were delivered to the main collection point at Pier 15, where the cargo was unloaded and palletized to be loaded onto a barge. "I witnessed this massive effort carried out by representatives from the government, private industry and volunteers to ensure that the barge was loaded and ready to depart at once," says Janet. "About nine forklifts moved constantly, operated by volunteers from the International Longshoremen's Association (ILA), some loading pallets into the barge and others unloading containers."



The supplies became part of the overall Haiti relief effort. "There were many people working to make this possible. We at Horizon Lines feel very proud of participating in this initiative as part of our community outreach program to help the Haitian people," says Janet.

The military build-up in Guam during the coming decade “provides Jones Act carriers an enormous opportunity to move cargo to support this effort. And Horizon Lines is among those leading this charge,” he adds.

“For the DoD, agility and responsiveness are the key words for the success of its supply chain. Every SKU must be delivered on time with no rain checks and where, how, and whatever quantity the customer requires, wherever in our network it is needed,” says Ed Berti.

“From our sales and marketing efforts, which include our own military service delivery team, to the networking, logistics, visibility and access provided by the NDTA, we use every opportunity available to keep the world’s largest customer informed about our company’s capabilities in a modern, complex, and somewhat chaotic environment,” Ed adds. At any particular moment we can be called upon to deliver the goods and keep the supply chain flowing.”

Robin continued from page 1

within 12 months of it being first offered. The course is currently under development by The Maritime Institute of Technology and Graduate Studies (MITAGS); it is expected it will first be offered in July. We are very fortunate to have these seven dedicated individuals to command our most valuable fleet resources.”

Robin, a long-time employee who launched her career with the company in 1988, began as a rotary/relief 2nd Mate onboard the MV Sealand Nedlloyd Hudson. Her most recent assignment was as Permanent Chief Mate, Horizon Navigator. She has also been assigned as Relief Master onboard several of Horizon Lines vessels over the course of the last year or more “and has proven that she has what it takes to command our vessels,” says John. “Her permanent assignment will also send Robin into our longest trade route, the transpacific (TP1); soon to be the ‘Five Star Express’ as we begin direct commercial service to Asia in December 2010.”

“The selection board is very proud of this unanimous selection. Robin is the Horizon Lines, CSX Lines and Sea-Land Service very first female permanent master,” John adds.

Tim Brown, president of the International Organization of Masters, Mates and Pilots, ILA, AFL-CIO, which represents the deck officers on Horizon vessels, notes that Robin’s competence on the bridge “is unquestionable. We are so pleased with her new permanent status. While we have many women who can sail as captains, MMP has just four who are at the helm now. It is an awesome responsibility.”

The Future is Now—Template for Teamwork

“It is my pleasure to inform you that after careful consideration of your proposal and capabilities, our company has selected Horizon/Tri-Cap as our U.S. Distribution partner. Thank you for your efforts in responding to our RFP and in developing a competitive pricing structure. We have been impressed with your capabilities and look forward to working with you as our company grows.”



This message was good news for Jenny Melgert and Rieve MacEwen from Horizon’s logistics team. Jenny and Rieve, working in the logistics Pricing and Customer Solutions group, led a team that developed a comprehensive proposal resulting in a significant contract with a China-based manufacturer that is launching a new line of innovative tools.

What they came up with was a template for teamwork. “This is the latest example of the synergistic opportunities inherent in combining the international and domestic supply chains,” notes Frank Knafelz, Horizon Lines Vice President, Logistics Operations & Sales. “It was a great win for our combined Liner/Logistics team.”

Working with their group, Jenny and Rieve, crafted a start-to-finish completely outsourced boutique logistics solution. This allows the customer to focus on developing and marketing its new line of products. Utilizing many of the services already created by the logistics team, they built a comprehensive solution, piece by piece and, within our company, department by department. The package has Horizon handling freight from loading dock in Asia (Shanghai and Ningbo) to final receiver. The services include Customs Bond Set-Up, Overseas Drayage, Ocean Freight, P.O. Tracking System, Customs and 10+2, East Coast and West Coast Warehousing and kitting. Approximately 20% will be small pack distribution and 80% LTL final delivery.

Says Jenny: “It is an ideal example of what we as a team can do. It fits into our sweet spot—door to floor—the complete solution. It was not just sales, pricing, warehousing, ocean transportation, inland—it was all of those complete in two months and we are signed and ready to move ahead with the project. It allowed us to showcase Horizon Lines as an organization, not just one person. And absolutely no one dropped the ball.”

Most of the current order is destined for the East Coast market and will be distributed through the Tri-Cap facility in Rancho Dominguez, operated by Horizon Lines’ partner. LTL deliveries are coordinated through the Mercury Gate software solution and any FTL moves using Horizon’s brokerage team.

The estimated volume for 2010 is between 100 and 200 40-foot units. It could grow significantly in 2011, all coming out of Ningbo and Shanghai just in time to move on Horizon Lines tonnage commencing in December.

It’s About the Service Bennie Alviero’s Red Carpet Moment

Bennie Alviero wears all of her titles well. She is a wife, mom, sister, grandmother, professional woman, sales manager and now, the Puerto Rico Manufacturers Association’s (PRMA) Service Manager of the Year.

Bennie was called to the stage at the PRMA’s annual convention this month to receive this singular honor during a gala black-tie event. “It is to me like the Oscars,” she says. “Except from my viewpoint this is a reaffirmation of respect for our customers and the passion I have for this company.” The Manager of the Year Award Winner is chosen from among the regional service managers of the year, and Bennie learned in April that she had been named the Metro San Juan Regional Service Manager of the Year.

Bennie has been in the world trade industry for 28 years and when she joined Horizon Lines six years ago she brought with her experience that included being a competitor and a customer. “I like to think that I learned as a customer that you must sell yourself first and then the service,” she observes. “That is how you win the confidence of the market you are selling. It is exciting that the PRMA—our largest customer base here in Puerto Rico—voted this honor.”

With husband Hector Campos, two daughters, a son and two grandsons, Bennie savored her Red Carpet moment in a “long beautiful brown dress” and reflected on the award: “It is really an award for the entire Horizon Lines team, demonstrating the regard our customers here in Puerto Rico have for us.”

