



NEWSLETTER



WHAT A PERFECT MATCH!

Lobo Grande II joins Tennessee: a smart move toward fleet autonomy and smoother operations. P. 06

ANCHORED IN EXCELLENCE: VICTOR F. IGLESIAS RIVERA

Meet Víctor Iglesias, our IT, Communication & Navigation Solutions Manager. With dedication and expertise, he ensures that BMG stays connected, secure, and technologically strong at sea and ashore. P. 04-05

BE PART OF BMG FUTURE: JOIN THE CONTEST

We're looking for a new slogan that captures who we are. Join the contest — submit your slogan or vote for your favorite. Your voice matters. Be part of BMG's future! P. 08

We Are BMG. This Is How We Move.



At Borinken Marine Group, we move more than cargo— we move purpose, we move people, and we move with pride

Our strength isn't just in our vessels or routes—it's in our mission, our standards, and in the commitment we bring to every journey across the sea.

But do we really know what defines us? Do we understand the values that guide our work, the quality that drives our service, and the vision that connects us as one team?

This month, we invite you to pause and look deeper. To discover who we are as BMG, what we stand for, and how each one of us plays a role in something much bigger than ourselves.

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We Are BMG



This Is How We Move

Every day at Borinken Marine Group - *BMG*, vessels depart, cargo moves, and operations flow. We know the routes. We know the work.

But do we truly know what defines us?

At some point, each of us may have asked:
What is BMG really about? What drives us, unites us, and sets us apart in the maritime industry?

This is more than an article, it's an invitation to reflect, to reconnect with the mission that fuels us, the values that guide us, and the shared purpose that holds us together as one crew.



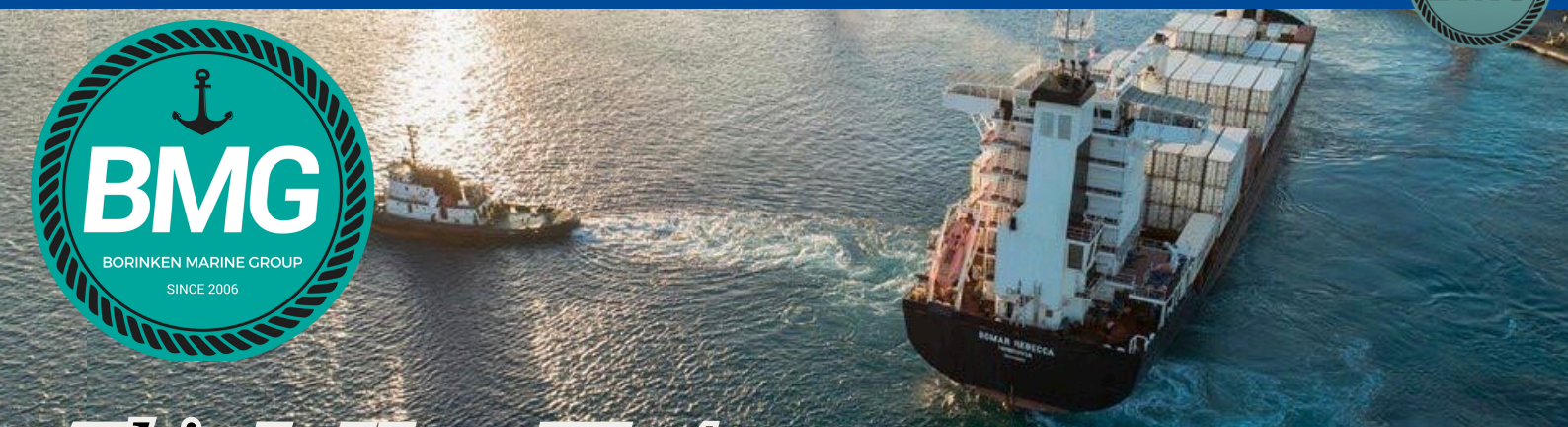
Our Mission: Purpose in Motion

At Borinken Marine Group (BMG), we do more than transport cargo—we deliver essential materials that help build nations. From bulk petroleum to construction aggregates, our services support economic development across Puerto Rico, the U.S. and British Virgin Islands, and regional ports in the Caribbean.

Our mission is clear:

To become the premier provider of bulk petroleum transportation services by barge between Puerto Rico and the Caribbean Islands.

This mission fuels everything we do—onboard, ashore, and beyond.



This Is How We Are This Is How We Move



OUR QUALITY POLICY: *Excellence at Every Step*

At BMG, quality is not a department—it's a commitment. We strive to be responsive to our customers' needs, delivering high-quality service that complies with:

- Client expectations
- Company policies and procedures
- Recognized codes and industry standards
- Local and international maritime regulations

Whether it's loading a barge, assisting in harbor operations, or coordinating logistics, every step matters—and every person plays a role in ensuring excellence.



OUR COMMITMENT: *from the HELM*

Strong leadership is the anchor of reliable operations. At BMG, senior management is committed to:

- Establishing and maintaining clear, effective policies
- Communicating priorities related to safety, environment, and service
- Measuring and improving performance consistently
- Encouraging feedback from employees, clients, and partners
- Driving innovation and growth through meaningful change

Because leadership isn't just about guiding the fleet—it's about empowering the people behind it.



ONE CREW. ONE STANDARD *One BMG*

To work at BMG is to be part of something greater than a company—it's a culture of trust, discipline, and maritime pride.

It's knowing that each task, no matter how small, contributes to something vital.

*Let this be a reminder -
not just of what we do -
but of why it matters, and
how each one of us
carries the BMG standard
forward.*



ANCHORED IN EXCELLENCE

VICTOR F. IGLESIAS, *IT, Communications & Navigation Solutions Manager*

This month, we are proud to spotlight Víctor Iglesias, our *IT, Communication & Navigation Solutions Manager*. With a strong commitment to technological excellence and operational reliability, Víctor plays a key role in keeping our systems connected, secure, and performing at the highest standards. His expertise supports not only our fleet's navigation and communication needs but also the critical IT infrastructure that drives BMG forward every day. In this interview, he shares insights about his professional journey, the challenges and achievements that have shaped his career, and what inspires him to keep innovating.



Victor shares a special moment with his loved ones.

-Victor, can you tell us a little about your background and how you came to join BMG?

My foundation in work ethic and responsibility began early, thanks to my father, Captain Raúl Iglesias. He taught me that people rely on you—and that your actions impact not just your work but those around you. He also instilled in me the importance of family. My first job was at Quality Boat Services in the San Juan Yacht Club, where I saw firsthand what it means to take pride in your work. My older brother Raúl and I worked on yachts and powerboats, handling hull preparation and painting. Growing up around boats and the sea, especially with my father's Beneteau 32, I developed a deep love for the maritime world—I was always the first in the water and the last one out. After gaining experience in operations and technical roles, I joined BMG in 2013, bringing with me a background in IT, RF communications, and systems management. It was a natural fit combining my love for technology with my roots in maritime life.

-How would you describe your role as IT, Communication & Navigation Solution Manager? What areas do you oversee, and how do they impact daily operations?

In my role at BMG, I manage a wide scope of technology and communication systems—from wired and wireless networks to satellite comms, navigation equipment, and RF systems. I oversee everything that ensures our vessels and teams stay connected, compliant, and operationally ready.

Every decision I make—from the equipment we deploy to the protocols we implement—has a direct impact on our daily effectiveness, safety, and communication reliability.

-What does a typical day look like for you when supporting the technological and navigational needs of a maritime company like BMG?

A typical day can range from hands-on fieldwork to managing IT infrastructure or troubleshooting navigation or email issue. I could be coordinating with vendors, optimizing a VoIP system, reviewing network security, or upgrading satellite equipment. It's a blend of preventative work and real-time problem-solving. In this industry, you're always aware that someone offshore is counting on what you've set up to work—so reliability and attention to detail are everything.

-What's one of the most complex challenges you've faced in your role, and how did you address it?

One of the most complex challenges was deploying a Fleet-wide satellite and LTE communications upgrade while ensuring there was no service interruption. We had to coordinate carefully with providers, migrate systems across vessels and offices, and train personnel while keeping operations running. Thanks to thorough planning, redundancy testing, and clear communication across teams, we completed the upgrade smoothly, with improved reliability and better bandwidth efficiency. Now we are working on Upgrading to Starlink for better internet speeds and connectivity for our Crews and Fleet Communications.

-Is there a particular accomplishment at BMG that you're especially proud of?

One project I'm especially proud of is leading the integration of secure VoIP systems and advanced satellite and LTE communication technologies. This not only improved real-time communication with our vessels, but also strengthened our cybersecurity framework. The system was delivered within budget and has proven to be a major asset for operational continuity and crew safety.



ANCHORED IN EXCELLENCE

VICTOR F. IGLESIAS RIVERA,

IT, Communications & Navigation Solutions Manager

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-In such a high-demand and operationally intense industry, how do you ensure that your technological solutions remain reliable, secure, and aligned with BMG's goals?

I follow a proactive model—continuous system monitoring, preventative maintenance, and constant alignment with evolving maritime regulations. I also work closely with leadership to ensure our tech strategy supports business objectives. The principles my father taught me—being dependable and understanding the impact of your work—guide how I approach every system we implement or support.

-What qualities or skills do you think are essential for success in tech and communications within the maritime sector?

You need a mix of hands-on technical ability, strong situational awareness, and a collaborative mindset. Adaptability is also key, systems on land don't always behave the same offshore. Practical experience, clear communication, and a high standard of accountability are essential. It helps if you love the sea—because this industry is as much about passion as it is about precision.

-What's one lesson you've learned on the job that's stuck with you?

The biggest lesson is that preparation and redundancy save lives and operations. In the maritime industry, you don't always get a second chance—so doing it right the first time and thinking ahead makes all the difference. That sense of responsibility—that someone's depending on your system to work—never goes away.

-How would you describe your working style and your collaboration with other departments? What do you value most in teamwork?

I take a proactive and solutions-oriented approach, always aiming for clarity and collaboration. I value communication and trust the most in teamwork. I believe in showing up, being available, and following through—especially when others are relying on your expertise. It's something I learned from my early days at FEMA and the Destroyed cases department during Hurricane Hugo and it has stayed with me throughout my career. I worked for FEMA for 3 and a half years. I started at the Data Entry Department and finished my FEMA Days as one of the Leads in the Destroyed Cases Department.

-What do you enjoy most about working at BMG, and what keeps you motivated to keep innovating in your area?

What I enjoy most is the intersection of technology and the sea—it's something that's deeply personal to me. Every challenge is an opportunity to improve safety, reliability, and performance. What keeps me motivated is knowing that my work supports not just systems, but people—and that it plays a part in keeping them safe and successful in a demanding environment.

As Víctor continues to lead BMG's tech, communication, and navigation systems with vision and precision, his dedication reminds us that true innovation isn't just about staying connected—it's about moving forward with purpose. We're proud to have him anchoring our progress.



-Favorite color: *Black*

-Favorite food:
White rice & Stew or Corned Beef

-A movie you love:
World War Z

-Best thing in life:
Family

-Worst thing in life:
Having to watch my parents get old

-Hobby, something you love doing:
Going to the beach

-A destination in your bucket list:
Greece

-A song that always lift your mood:
Calor by Nicky Jam

-Something you can't live without:
Family

-Your dream vacation:
Angsana Corfu Resort & Spa, Greece

-Your dream car
Lamborghini Sesto Elemento

-Favorite book
The Call of the Wild by Jack London

-Your biggest wish
Building a Life of Purpose

-Your greatest strength
Sense of Responsibility

-A weakness you're working on
Acceptance: Learning to let go of things I can't control



CARIBBEAN PRIDE & CARIBBEAN PRODUCER: *Pride in Every Route. Progress in Every Load*

At Borinken Marine Group, we don't just move cargo - we move what builds nations. Our barges, **Caribbean PRIDE** and **Caribbean PRODUCER**, are at the forefront of regional development, transporting essential construction materials across ports in the Caribbean and South America. From jumbo bags of cement to bulk aggregates like sand and stone, these vessels ensure that critical materials arrive safely, efficiently, and on time.

Trusted by both large-scale industrial terminals and independent shippers, **Caribbean PRIDE** and **Caribbean PRODUCER** embody BMG's commitment to operational excellence and regional service.



WHAT A PERFECT MATCH! *Lobo Grande II Joins Tennessee*

A new fleet pairing is making waves at BMG: tugboat **Lobo Grande II** is now officially assigned to support barge **Tennessee**, bringing strength, coordination, and long-term value to one of our most critical fuel transport routes.

This strategic move reflects Borinken Marine Group's commitment to maximizing the use of owned-assets. By replacing Ocean Tower tugboat with **Lobo Grande II**, - the operation gains full internal control and improved day-to-day coordination between crews.

Even more significantly, **Tennessee** now operates unmanned when in duction with **Lobo Grande II**. This means no crew is required aboard the barge during transit - a set up that results in substantial savings in manpower and operational costs, while maintaining high safety and performance standards.



Together, **Lobo Grande II** and **Tennessee** form a strong, unified team supporting the transport of petroleum products along a vital corridor in Puerto Rico's energy distribution chain.

Why This Move Matters

- **One step closer to full fleet autonomy** – *Strengthening our capacity to operate independently and efficiently*
- **Internal vessel management** – *Direct control over maintenance, crew, and scheduling*
- **Long-term savings and operational stability** – *Reduced costs and more predictable performance.*
- **Stronger alignment between tug and barge team** – *Improved communication and day-to-day coordination.*
- **Better use of internal resources** – *Maximizing the value of assets already within the BMG fleet.*

BEFORE & AFTER: *DENI* Gets a Fresh Start

The transformation of Tug Boat *DENI* speaks for itself. After undergoing a complete drydock process—including hull cleaning, repainting, and mechanical tune-ups—*DENI* is back in top shape and ready for service.

This visible before-and-after reflects BMG's dedication to maintaining a fleet that is not only functional, but fleet-proud and performance-driven. 🚢



Maintaining the integrity of our fleet is essential to delivering safe, efficient, and reliable service. The drydock work completed on Tug Boat *DENI* is part of our continued effort to uphold the highest standards of operational readiness and vessel care.

At BMG, every detail matters—because every vessel plays a vital role in moving our mission forward.

You Move BMG! - Join the Contest to Create Our New Slogan

Borinken Marine Group is seeking a fresh, impactful slogan that encapsulates our commitment to excellence in marine transportation. We are looking for a slogan that reflects our dedication to providing safe, reliable, and efficient services.

At BMG, we are more than a maritime company — we are strength, purpose, and family. Now, it's time to capture that in a powerful slogan. Your creativity and vision can help define the future of our brand!

What Drives BMG?

The sea, hard work, our mariner family, commitment to safety and service, and pride in connecting communities.

Guidelines

- **Create or choose** - Make your own unique slogan or choose one of our top 8 picks
- **Keep it short** - 3 - 6 impactful words
- **Stay on theme** - Make sure it reflects BMG's values, mission or spirit
- **Be respectful** - Content should be positive, inclusive, and appropriate for all audiences
- **Deadline** - Submit to: natya.lopez@bmg-pr.com by 07/28/2025

Pre-Selected Slogans:

1. *Driven by the Sea. Powered by Our People*
2. *Built on Strength. Driven by Commitment*
3. *Moving More Than Cargo. Moving Futures*
4. *Where Duty Meets Purpose*
5. *Relentless at Sea. Unshakable in Purpose*
6. *Strength at Sea. Integrity in Every Port*
7. *Powered by People. Anchored in Commitment*
8. *Driven by the Sea. Defined by Excellence*



Why Participate?

Because every voice matters - and yours could spark the next great idea. Whether it's sharing feedback, joining an activity, or entering a contest, your participation builds our culture, strengthens our team, and moves us forward.

The winning slogan will be announced in an upcoming edition

*Your voice matters.
Your creativity shapes BMG!*



Your Voice Matters: Feedback & Suggestions

At BMG, we value your opinions and ideas. Have suggestions?

We want to hear from you! Your input helps us grow and improve



Email your feedback: natya.lopez@bmg-pr.com

