



NEWSLETTER

Relentless at Sea. Unshakable in Purpose

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PARTNERSHIPS & ALLIANCES:

Contract Renewals with Ocean Point and Crowley strengthening trust and long-term relationships. P. 07



ANCHORED IN EXCELLENCE: DANIEL RODRIGUEZ

This month we recognize Daniel Rodriguez, *Compliance Manager*, guiding BMG with discipline, integrity, and a commitment: "Excellence means doing the right thing, even when no one is watching". P. 04-05



FLEET NEWS:

Two of our tugboats have reached important milestones: the HELEN successfully completed her first annual inspection, and the Don Tuto is now authorized for international waters. P. 08

ANCHORED IN IDENTITY, SAILING INTO THE FUTURE

ONE LOGO, ONE VOICE, ONE BMG



BORINKEN MARINE GROUP

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MESSAGE

FROM OUR EXECUTIVE STAFF



Dear BMG Family,

We are mariners by soul, life, and heart.

The sea is in our blood, and every voyage carries the pride of who we are.

From the administration that keeps the company steady, to the crews who face the tides day and night—you are BMG. Every rope tied, every anchor lifted, every report filed, every decision made—it **all matters**.



This re-launch of our identity is a promise: one logo, one voice, one family. It is about coherence, pride, and showing the world that we stand united, stronger than ever.

Thank you for your effort, your sacrifice, and your loyalty. **You are the strength behind our name.** With every mile at sea, every challenge overcome, and every success achieved, we prove who we are.

With pride, together we declare:

I AM BMG / We Are BMG.

Relentless at Sea. Unshakable in Purpose.

With respect and gratitude,

Captain Rubén Iglesias – CEO & President

Captain Carlos X. Acosta – Vice President

Nelson Sánchez - Chief Financial Officer





Anchored in Identity *Sailing into the Future*

At **Borinken Marine Group**, our image is more than a logo, a color, or a slogan—it is a reflection of who we are as a company, a culture, and a family. This September, we proudly unveil the re-launch of our brand identity, an initiative designed to unify our voice, strengthen our presence, and project the professionalism and determination that define **BMG**.

Why Now?

Our company has grown, our fleet has expanded, and our impact in the Caribbean and beyond has deepened. With this growth comes the responsibility to ensure our identity evolves with us. This re-launch is not about changing who we are, it is about presenting the best version of ourselves, aligned with our mission and vision.

1. Aligned and Coherent

• Primary Logo



The **Primary Logo** is the official symbol of **Borinken Marine Group**.

The combination of the anchor, rope border, bold initials, and full name creates a logo that is simple, timeless, and versatile—a true reflection of BMG's character.

Recommended use: fleet signage, uniforms, official documents

The **Primary Logo** may also be presented **together with our slogan:**



Recommended use: external presentations, promotional materials, official communications.

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Anchored in Excellence

DANIEL RODRIGUEZ

Compliance Manager

At Borinken Marine Group, excellence is not only measured by our fleet and operations, but also by the discipline and integrity that guide us every day. **Compliance is at the heart of this standard.**

This month, we proudly feature **Daniel Rodríguez, Compliance Manager, in Anchored in Excellence.**

Daniel's leadership ensures that our company operates safely, responsibly, and in full alignment with international regulations. His work supports our crews, strengthens our culture of accountability, and keeps BMG prepared for every challenge at sea and on shore.

Anchor Daniel, what does "compliance" mean in daily practice for BMG - on shore and on board?

- Compliance is what keeps boats operational and shore side bills paid.

Anchor How do you translate regulations into simple actions crews can follow under pressure?

- Our crews have the necessary training while acquiring their licenses to understand regulations as they pertain to their individual assigned duties. However, making the appropriate decisions under pressure requires learning how to slow down your surroundings and turning off the noise so your mind can effectively process the solution.

Anchor Which compliance pillars (safety, environmental, documentation, ethics) do you consider non-negotiable—and why?

- You can't build a pillar without mixing sand, rock & cement. The same is with compliance. Your crew must have the necessary safety equipment to comply with the required documentation; you must maintain situational awareness of your environment and have the proper ethics to not lead your crews into danger

Anchor How do audits and inspections help us improve rather than just "check a box"?

- Audits & pre-inspections are precursors to improve success in flag/class inspections.

Anchor What are the most common gaps you see across vessels, and how do we close them sustainably?

- Resource management, supply shortages, and lack of maintenance. By manning vessels according to minimum manning standards and using the extra cash flow to supply vessels with much needed maintenance materials.

Anchor Training: what works best to make procedures stick—classroom, drills, peer coaching, or ride-alongs

- On the job hands on training with qualified evaluators

Anchor How do we keep our ISM/ISPS and environmental standards sharp during busy operations or tight turnarounds?

- Routine inspections.

Anchor Tell us about a moment when teamwork between Operations and Compliance prevented an incident or strengthened readiness.

- There have been many moments. One that sticks out was the final days prior to El Lobo Grande departing Oregon with Ne'ena in tow. We had numerous last-minute events that could have prevented its departure. We had a Captain and engineer leave the boat at the last minute.

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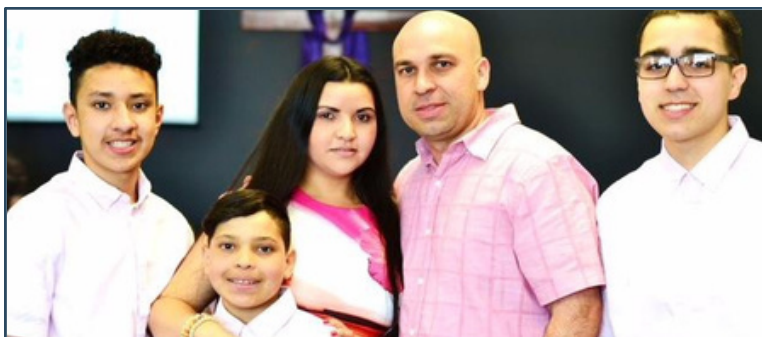
Anchored in Excellence

DANIEL RODRIGUEZ

Compliance Manager

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We then scrambled to find a crew, caught the cable in the prop, had a crewmember make an irate complaint to the Coast Guard after I spent months getting the proper international documents for the voyage. But we assembled a team that flew over and stayed all night working on the vessel and clearing the vessel with Coast Guard. All to be able to finally witness the Lobo and Ne'ena safely depart the next morning.



Daniel Rodríguez, Compliance Manager, together with his beloved family.

🚢 Documentation can feel heavy at sea—what tips do you give crews so logs and reports stay accurate and on time?

- Honestly, I stay on top of the important documentation for them so they can concentrate on the daily reporting and weekly/monthly required drills and training.

🚢 What message would you send to every mariner about safety ownership regardless of their rank?

- You can't call 911 in the middle of the ocean.

🚢 Finally, what do our mantra "I AM BMG • We ARE BMG" and our slogan "Relentless at Sea. Unshakable in Purpose" mean to you in the context of compliance?

- Teamwork, durability and perseverance.

Through Daniel's perspective, we are reminded that compliance is not paperwork — it is discipline, safety, and teamwork. **His commitment reflects the best of who we are: a company relentless in its standards and unshakable in its purpose.**

With pride, together we declare:

"I AM BMG • WE ARE BMG"



-Favorite color: Blue

-Favorite food: Filet Mignon

-A movie you love: The Godfather

-Best thing in life: Living in the spirit

-Worst thing in life: Being a slave to your desires

-Hobby, something you love doing: Meditating on God's word

-A destination in your bucket list: Spain

-A song that always lift your mood: Goodness of God

-Something you can't live without: Jesus

-Your dream vacation: On a tropical island I've never been to near the ocean with my wife

-Your dream car: I keep cars out of my dreams, but I'll take a S280 Smart Car

-Favorite book: John

-Your biggest wish: That God's will be done

-Your greatest strength: Perseverance

-A weakness you're working on: Health

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Anchored in Identity *Sailing into the Future*

The **Primary Logo** may also be presented together with our **slogan and mantra**, reinforcing our identity both internally and externally:



Recommended use: newsletters, internal culture pieces, corporate campaigns, motivational materials

By applying the **Primary Logo** consistently, and combining it when appropriate with our slogan and mantra, we ensure that BMG is always recognized with strength, professionalism, and credibility.

• Secondary Logo



The **Secondary Logo** is a simplified version of our brand identity, designed for small-scale use.

Recommended Use: For small-scale applications where clarity is key.
Examples: social media icons, internal memos, uniform embroidery, safety stickers.

It is not a replacement, but a supporting element that provides flexibility while keeping **BMG** consistent and professional.

The **Secondary Logo** with our slogan



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STRATEGIC ALLIANCES

CROWLEY CONTRACT RENEWAL

BMG is also proud to confirm the renewal of our contract with **Crowley**, one of the most respected names in the maritime and logistics industry.

This renewed partnership strengthens BMG's role in supporting Crowley's operations in Puerto Rico and the Caribbean, further solidifying our reputation as a trusted and dependable maritime partner.

This achievement reflects the dedication of the entire BMG family and reinforces our reputation for operational excellence.

PARTNERSHIPS & CLIENTS

OCEAN POINT CONTRACT RENEWAL

Borinken Marine Group proudly announces the renewal of our Harbor Assistance contract with **Ocean Point**, served by the Tug Boat **DENI**.

This contract renewal highlights the trust our partners place in **BMG's** capabilities and the consistent professionalism of our tugboat operations.

The **DENI** and her crew play a vital role in ensuring safe, efficient harbor assistance, reinforcing our reputation for precision, reliability, and teamwork.

This success is a direct reflection of the dedication of the DENI team and the operational standards that define BMG.

Together, we continue to demonstrate that we are:

*Relentless at Sea.
Unshakable in Purpose.*



DON TUTO

International Waters

We are proud to announce that the Don TUTO Tug Boat is now cleared to operate in international waters.

This achievement expands BMG's operational capabilities and strengthens our presence beyond Puerto Rico and the Caribbean.

Operating in international waters requires compliance with stricter regulations, advanced documentation, and high safety standards. DON TUTO and the crew have met these requirements, demonstrating their readiness, professionalism, and commitment to excellence.

This milestone reflects BMG's continuous growth and opens the door to new opportunities across the region.



**Congratulations to
DON TUTO Team**
for carrying our name
further than ever before!

Something BIG
is approaching...
...and **"SHE"** knows it.



HELEN

Completed!

The HELEN Tug Boat has successfully completed her first annual inspection.

The inspection was passed with only a few minor items noted, which are already being corrected by her crew. No critical issues were reported.

This milestone demonstrates HELEN's strong maintenance program, readiness, and her crew's dedication to safety and operational excellence.



**Congratulations to the
HELEN Crew**
for their dedication and commitment
to safety and excellence

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Anchored in Identity *Sailing into the Future*

Recommended Use: For external visibility in limited spaces where we want to reinforce our promise.

Examples: digital banners, promotional giveaways, quick-reference guides.

The Secondary Logo with Slogan & Mantra



Recommended Use: For cultural and motivational contexts, combining our identity with our values.

Examples: newsletters, internal campaigns, posters, training materials.

Together, the **Primary and Secondary Logos** keep **BMG** consistent, recognizable, and strong - wherever we are represented.

- **Brand Mark**



The **Brand Mark** is the anchor symbol that represents **Borinken Marine Group** in its purest form. Unlike the full Primary Logo, which includes the company name and supporting text, the Brand Mark stands alone as a powerful, simplified emblem of who we are.

Recommended Use: It is designed for use in specific applications where the full Primary Logo is not practical. Standing alone only in corporate primary color accepted.

Examples: Vessel markings and safety gear, embroidery on uniforms, promotional items and giveaways, digital icons or small-scale print

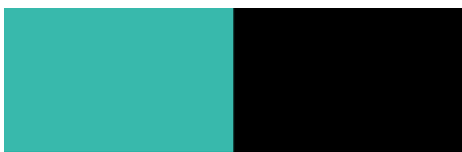
Whether standing alone or paired with our slogan and mantra, the **Brand Mark** embodies the strength, pride, and unity of **BMG**.

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Anchored in Identity *Sailing into the Future*

• Color Palette



Teal Principal
#38B9AC

Negro
#000000



Blanco
#FFFFFF

Azul Profundo
#2B485F

Gris Metálico
#BEC1C2

Color is more than design – it is identity. Each tone in the BMG palette was chosen to reflect the strength, spirit, and values of our company.

- **Teal #38B9AC** – The heart of our identity. It represents the ocean, sustainability, renewal, and the lifeblood of our work at sea.
- **White & Black** – Clarity and balance. These neutrals bring contrast, readability, and timeless simplicity.

Accent Colors

- **Navy #2B485F** – Stability, strength, and authority. A color that anchors our presence in professionalism.
- **Metallic Gray #BEC1C2** – Represents balance, resilience, and modernity. Inspired by steel, it complements our Teal and Deep Blue, adding elegance and versatility to BMG's identity.

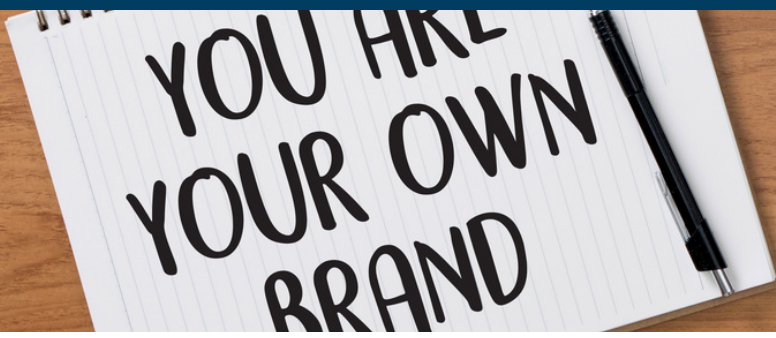
• Our Typography

Typography is the visual voice of Borinken Marine Group. Each font has been carefully chosen to reflect a different part of who we are, ensuring clarity, unity, and personality in every communication.

- **Corporate Typeface:** Modern, clean, and versatile. Used for our company name and our mantra "I Am BMG / We Are BMG." It conveys stability, professionalism, and strength.
- **Secondary Typeface:** Simple, approachable, and highly readable. Used for our Secondary Logo, it provides balance and clarity in smaller-scale applications.
- **Expressive Typeface:** Artistic, energetic, and full of character. Used exclusively for our slogan "Relentless at Sea. Unshakable in Purpose." It conveys passion, movement, and the spirit that drives us.

Together, these typefaces balance clarity, strength, and passion – **the essence of BMG's identity.**

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A close-up photograph of a white spiral-bound notebook resting on a wooden surface. The notebook has the words "YOU ARE YOUR OWN BRAND" written in large, bold, black, hand-drawn capital letters. A black pen lies on the right side of the notebook.

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Anchored in Identity *Sailing into the Future*

2. WHATS NEW

- Slogan

Relentless at Sea. Unshakable in Purpose.

A declaration to the world of who we are and how we operate.

- Mantra

I AM BMG • WE ARE BMG

An inward commitment of pride and unity, reminding us that each person is part of the company's strength.

What It Means for Us

Every voyage, every email, every presentation, and every interaction now carries the BMG identity. This is more than design—it is discipline, pride, and accountability. By applying our logo correctly, using our colors consistently, and speaking with one voice, we show the maritime world that BMG is a company united in purpose.

Over the coming days, **you will receive your official email signatures, logos, and brand policies. Please replace all previous versions immediately** to ensure we all project one unified BMG identity.

Looking Ahead

Our brand is the sail that carries us forward. Anchored in identity, we are prepared to face challenges, embrace opportunities, and continue to lead in safety, excellence, and integrity.

*Sailing into the future, our image will not only represent us -
it will inspire confidence in all who work with us.*

WE ARE BMG

Relentless at Sea. Unshakable in Purpose.

Stay Connected and Mark Your Calendars

Upcoming Events

At Borinken Marine Group, every event is an opportunity to come together as one family, strengthening the bonds that unite us at sea and on shore.

From milestones in our fleet to moments of celebration, these gatherings reflect the pride, discipline, and unity that define who we are.

Here are the upcoming events for the next months – moments to celebrate, to share, and to live our identity with pride:

COMING SOON

NE'ENA Christening Ceremony
A historic milestone for our fleet. The official invitation and agenda will be shared via email soon.

October 31, 2025

Halloween Activity
An evening of fun and team spirit. More details will be announced by email.

November 2025

Thanksgiving Week

A time of gratitude and celebration. Company activities and announcements will be shared in advance.

December 2025

Christmas Week

Including our traditional Ugly Sweater Friday and a special holiday gathering. Full details and invitations will follow by email.

January 16, 2026

**BMG Annual Celebration,
7:00 PM – AFDA, Condado**

A night to celebrate together as one team, one company, one BMG. Details will be announced soon.

Please check your email regularly for official invitations and updates.

Every event is a chance to live our mantra:

I AM BMG • WE ARE BMG