

Who ARFO Is

Association of Regional Ferry Operators



WHO WE ARE

ARFO, the Association of Regional Ferry Operators, was established in 2008. We represent Singapore-licensed regional ferry operators.

We operate cross-border ferry services connecting Singapore to the Riau Islands and Johor.

OUR MEMBERS

- Bintan Resort Ferries
- Sindo Ferry
- BatamFast
- Majestic Fast Ferry
- Horizon Fast Ferry
- Indo Falcon Shipping & Travel

OUR ROUTES

1

Singapore

Harbour Front Ferry Terminal
Tanah Merah Ferry Terminal

Home port for all ARFO member operators

2

Riau Islands

Indonesia

Cross-border routes to Batam, Bintan and
Karimun

3

Johor

Malaysia

Additional cross-border ferry link

ARFO Safety Forum

Where It All Began

MPA-ARFO Safety Work Group



MPA-ARFO Safety Workgroup

- Bring MPA and ARFO operators together to manage safety jointly, not separately
- Close safety gaps that affect the whole industry, not just one company
- Turn real sailing experience into practical safety steps crew can use
- Make sure safety messages reach ferry crew

Purpose of Safety Forum

- Bring all six ARFO member companies together on one safety platform including terminal operator, MPA, external parties
- Turn a single event into an ongoing space for cross-operator exchange
- During SS@S week — a time when the whole industry's attention is already on safety.

HOW IT CAME TOGETHER

1

Safety at Sea Week

The Starting Point

ARFO chose to take part as an industry contributor

2

ARFO Safety Forum

First Edition

Crew and officers from all six operators came together

3

Ongoing Platform

Today

Held as a recurring event for the ferry community

ARFO Safety Forum

How It Is Organised



WHO TAKES PART

- Crew, officers and staff from all six ARFO member companies
- Masters and senior officers sharing real experience
- External speakers bringing outside perspectives
- MPA and industry safety partners

WHAT HAPPENS

- Talks on safety issues specific to ferry operations
- Informal mingling and exchange between operators
- Open discussion & sharing of incidents, near misses and lessons learned
- Continue building a shared safety culture across the ferry community

Key Message: Safety is one of the few topics that cuts across the commercial rivalry between competing ferry operators.

Safety First Programme

Update on 2026 Activities



OBJECTIVE

Empower ferry crews to conduct regular safety discussions.

Shift focus from post-incident reviews to proactive risk identification and prevention.

KEY OUTCOMES

- Foster a proactive safety culture through dedicated talks, discussions and drills
- Active incident prevention rather than reactive reviews

PROGRAMME TIMELINE

1

1st Session

April 2026

Common industry-wide topic

2

ARFO Forum

July 2026

Results shared and discussed

3

2nd Session

October 2026

Topic selected by each operator

April 2026 – Participation & Discussion Areas

13–17 April 2026



6

Ferry Operators

56

Ferries

431

Crew Members

DISCUSSION AREAS

- Navigational safety in high-traffic waters
- Bridge Team Management (BTM) and situational awareness
- Managing operational pressures while maintaining safe navigation
- Passenger safety and emergency preparedness
- Sharing of real operational experiences and lessons learnt

Key Safety Themes Identified

Feedback and Conclusions from Participants



NAVIGATIONAL SAFETY

- Speed compliance within port limits
- Effective Bridge Team Management
- Situational awareness in congested waterways
- Safe CPA management and collision avoidance
- Small fishing vessels and non-AIS targets

PASSENGER SAFETY

- Crowd management during boarding/disembarkation
- Prevention of slips, trips and falls
- Communication during delays and incidents
- Coordination with terminal operations
- Management of difficult or anxious passengers

These themes reflect the feedback, conclusions and recommendations raised by participants during the discussion sessions.

Actions Taken & Recommendations

Follow-Up and Way Forward



ACTIONS BY OPERATORS

- Reinforced bridge communication procedures
- Enhanced pre-sailing checklists
- Conducted additional emergency drills
- Increased vigilance during peak traffic periods
- Improved passenger verification and announcements

RECOMMENDATIONS

- Continue Safety First as a regular programme
- Use more scenario-based discussions and case studies
- Increase refresher training and emergency preparedness drills
- Share lessons learnt across all operators

CONCLUSION

Safety First provided a practical platform for ferry crews to share experiences, reinforce safe behaviours and strengthen safety culture across the regional ferry industry.

Participants welcomed this format and encouraged its continuity. They also proposed that future Safety First sessions include scenario-based safety incidents for internal discussion.