

Draft– Minutes BGA – 28 January 2026 BARIN General Assembly Confidential

PLACE OF MEETING Mercure Amsterdam City Hotel	DATE OF MEETING 28 January 2026	TIME 15.30 – 17:00 hrs.
MEETING NO. 01/2026	DATE OF ISSUE 02 February 2026	PAGES (incl. this page) 5

ITEM	DESCRIPTION OF ITEM	By
1	Confirmation/Changes Agenda	MF
1.a	<p>The Chairman opens the meeting at 15:35 welcoming all members and especially to Monique Overpelt of Aviareps / Oman Air and Marcel van der Gaag of Iceland Air. And he also welcomes Kenya Airways who re-joined but is not present yet.</p> <p>Next he welcomes Claire Knegtmans of the Mercure Amsterdam City Hotel, thanking her for the hospitality rendered to host this meeting and the networking drinks. Claire gives a brief introduction of the Mercure and Novotel Hotels she represents.</p> <p>After this, the Chairman asks the members to take note of the following: <i>BARIN meetings are being conducted in compliance with the BARIN Code of Conduct. Pursuant thereto, meetings will not discuss or take action to develop rates or charges, nor will these discuss or take action on remuneration level of any intermediaries engaged in the sales of Air Transportation. These meetings also have no authority to discuss or reach agreement on the allocation of markets, the division or sharing of traffic or revenues or the number of flights or capacity to be offered in any market. BARIN-members or observers are aware of their obligation to comply with this BARIN Code of Conduct, and hereby once again reminded that any discussion regarding such matters, or concerning any other competitively sensitive topics outside the scope of the agenda, either on the floor or off, is strictly prohibited.</i></p>	
1.b	<p>The Chairman asks if there are any additions to the agenda but there are not, so the agenda is approved. The SG mentions that in the agenda item number 4 “Membership Update” was missing and added under 3 Finance. Now a separate agenda item again.</p> <p>The chair reflects on the past 6 months since our last BGA in September and the developments we have seen were both good and bad.</p> <p>Such as:</p> <ul style="list-style-type: none"> • Schiphol’s proposal of flat fee on airport charges in 2026. Let’s see and we wait what we will hear from Tom Gerritsen after the meeting. • We organized a very successful conference with ANVR in October on the future of aviation • The Ministry of I&W informed us that another € 5 million in housing insulation is being invested; we have shared our concern on LinkedIn (the only social medium we are using) • Prior to the elections we shared a document with the highlights on aviation on the programs of the various political parties • We appealed on the BA procedure at the Council of State (<i>Raad van State</i>); verdict from the judge is expected in Q1 of this year • The Buitenveldertbaan was drastically renovated (including new ILS) • We attended the ANVR congress in Rabat and the IATA conference in Brussels • We had budget discussions in the BARIN Executive Board • We had various meetings with I&W including a meeting with the new DG-Petra Lugtenburg • We had a meeting on the Masterplan of Schiphol (2025-2050) • We saw new members and PP’s coming in, which means that our work is being recognized • We had a Christmas dinner with a record attendance • The report by Peter Wennink was published with a favourable role for our industry • The Chair and SG met with Natuur and Milieu and Natuur & Milieufederatie Noord Holland → follow up with KLM being planned • We saw and will see changes in the BEB. Christian Stenkewitz of SQ left for KUL and Bas Gerressen of KLM 	

	<p>will leave to continue a new role as SVP Inflight Services.</p> <p>The beginning of 2026 was very challenging;</p> <ul style="list-style-type: none"> • Snow & Schiphol are not a good combination • We will continue to share facts and knowledge to influence policy makers (direct and via the media and our newsletters) <p>And that concludes my introduction.</p>	
2	Approval of the draft Minutes BGA 11th September 2025	MF
2.a	<p>The Chair asks the meeting if there are any comments or changes to the draft minutes of the previous BGA held at the 11th of September 2025 as distributed in September last year and along with the agenda of this meeting. As there are no further comments from the meeting, these minutes are approved unanimously.</p>	
3	Finance	HM
3.a	<p>In various organizations, the Chair notices often that there is a lot of focus on income and not on costs; too little focus on the net result.</p> <p>At the end of the year, the income should just be over our expenses to cover unexpected future expenses. He asks the Treasurer Helen Malotaux to take us through the finances of 2025.</p> <p>HM: As said before, BARIN is non-profit organization so our budget is always fairly neutral.</p> <p>We have 2 main sources of income; income from Airline Membership Fees and from Preferred Partners.</p> <p>The Treasurer, Helen Malotaux presents the accounts for 2025 with following highlights:</p> <ul style="list-style-type: none"> • Income in 2025 accumulated to € 166.657, 3% higher than budgeted due to 1 new Members and 2 new Preferred Partners in the course of the year. 	
3.b	<p>The expenses are for a large part the professional services, events and this year we had exceptional high legal costs:</p> <ul style="list-style-type: none"> • Expenses in 2025 totaled to € 165.912, 6 % higher than budgeted mainly due to higher expenses on legal services. • The net result in 2025 was € 745 which is to be added to the reserves. 	
3.c	<p>Next, the Finance Committee (“Kascommissie”) existing of Wim Jaap Berkhout (AC) and Marieke van der Weijden (FI) are requested to report on the financial audit they executed.</p> <p>Wim Jaap Berkhout shares that the 2025 BARIN financial records were examined on income and expenses. No discrepancies were found and hence the Kascommissie can approve the BARIN accounts for 2025. Wim Jaap Berkhout thanks Helen Malotaux for her cooperation. (<i>See attached signed declaration by the Kascommissie</i>)</p> <p>The Chair thanks Wim Jaap Berkhout for his report and next the Chairman asks the meeting to support the advice by the Kascommissie and subsequently discharge the BARIN Executive Board for their management in 2025. The meeting approves unanimously.</p> <p>SG: Thank you to the Kascommissie and to Wim-Jaap who performed this duty for 2 years in a row and will step down. We will be looking for someone to assist Marieke van der Weijden to join the Kascommissie in 2027. <i>After the meeting Dimitra Tsaoussie from Etihad Airways volunteers to take up this role with Marieke.</i></p> <p>Next the Treasurer presents the budget for 2026 with following remarks:</p> <ul style="list-style-type: none"> • Income slightly increased for 2026 to € 141.750 ; 1 (off-line) member lost and 1 airline gained • PP slight increase of € 750 in the budget due to the fact that 1 PP joined mid-year in 2025 and now pays full. • Total income is budgeted at € 166.500 <p>On the expense side the Treasurer reports following:</p> <ul style="list-style-type: none"> • Professional services of Chairman, SG and Secretariat will show same as budget 2025 <ul style="list-style-type: none"> ◦ But slightly higher than actual expenses 2025 • Running office costs also at same budget as in 2025. • Total cost budget at € 164.110 • Resulting in a projected net result in 2026 of € 2.390 <p>The Chair asks the membership for the approval of the proposed budget and the meeting unanimously approves.</p>	
4	Membership Update	JH

	<p>The SG reports on the Membership and Preferred Partnership evolution. 1 New airline member re-joined as per 01 January this year. Welcome back Kenya Airways who suspended their membership during COVID. We had one airline membership cancellation as per this year, being Malaysia Airlines as off-line carrier.</p> <ul style="list-style-type: none"> In the course of 2025 we had 2 new Preferred Partners joining being Koninklijke Oostenrijk Group and Icon4Us as reported in the BGA of 11 September last. No additional new Preferred Partners as per 2026 as we deem we have sufficient PP's to service them. <p>The Chair adds that we still have some PP's on the waiting list and some airlines considering joining BARIN.</p>	
5	Election Board Members	MF
	<p>Christian Stenkewitz of Singapore Airlines stepped down in August last year as we reported in the BGA of September last, in which we asked candidates to come forward. One Person came forward being Joost den Hartog of Air India. The Chair asks Joost to introduce himself. Joost den Hartog introduces himself having worked amongst others for EY and KL, and mentions to be very glad to give some extra hands to BEB. After this introduction the Chair asks approval from the BGA to confirm the appointment of Joost den Hartog as the next BARIN Executive Board Member and the meeting unanimously approves. The Chairman congratulates and welcomes Joost den Hartog with a round of applause.</p>	
6	Schiphol Updates	MF
6.a	<p>ACM hearing on airport charges 2025-27 BARIN was very dissatisfied with the 2025 charge-setting and made that crystal-clear. Not only to Schiphol but also to the ACM, as well as to the Ministry of I&W. There was a formal hearing, but in the end the ACM found the charges-setting within the rules of the Aviation Act. However a discussion with ACM took place a few weeks ago (on their initiative) on the process itself; ACM is present as observer during the consultation process. In the recent interviews, the ACM looked at behaviour/role of ACM itself, Schiphol and all stakeholders; also from a psychological point of view and not only at looking to change the aviation act. Overall things are moving but we need patience and we have learned that sometimes patience pays off . KMPG also published a critical report on the charge setting by Schiphol, so all this pressure led to a different approach and to comments from Schiphol to freeze the charges for 2027.</p>	
6.b	<p>Working Group Schiphol SLA We have pushed for an SLA for a number of years. It is not always clear for which quality we pay. So eventually Schiphol agreed to come to a SLA. Joost den Hartog is co-chairing this WG with SPL/Joery Strijtveen and Joost elucidates on the process and suggests to share the entire presentation with the membership as long as this is kept inside the airline and treated confidentially. (attached) Joost den Hartog mentions that it is important to have more (foreign) airlines joining the WG and asks for airlines to raise their hands. Liesbeth Oudkerk of IndiGO is stepping forward. Hopefully 1 or 2 more airlines will join.</p>	
6.c	<p>Aftermath snow-related disruptions The Chair reflects on what happen in the first 2 weeks of the year. There are certainly lessons to be learned. Such as the organization of de-icing which needs to be improved; how, where and by whom. An airline or the airport? We have tabled our concerns during the Sectoral Management Meeting (SDO) and we are happy to hear that Schiphol has asked an external report from Oliver Wyman to do a thorough investigation on the events. Interviews with airport, airlines and handlers will take place. This company is renowned for evaluating crisis situations and has great aviation and airport insights. The results are expected by end of March. Liesbeth Oudkerk of IndiGO queries if we can get insights of the interviews (what is the scope and what questions will be asked)? The Chair will follow-up and will ask for a copy.</p>	

	Marloes van Laake of Transavia mentions that this topic was also discussed in the OSO and Markus Wegner of SAOC is also involved and provided feedback in OSO on de-icing capacity and on Ground Handlers etc. She suggests that she teams up with Markus to get feedback.	
7	Ministry of Infrastructure & Watermanagement	MF/JH
7.a	<p>Update on Airport Traffic Decree</p> <p>The SG mentions that the proposed text of the Airport Traffic Decree has been published and that the official internet consultation period in which we can submit our views ends on March 4th. In close cooperation with other stakeholders, being the home carriers, Schiphol and LVNL we are drawing up our point of view (<i>zienswijze</i>) but we will submit our points of view separately. However a joint letter by the SDO executives will be sent to the Minister to share our common concerns. Also IATA will be submitting their view as can individual airlines. If you as an individual airline want to submit your own view and you need guidance on this, please contact the SG.</p>	
7.b	<p>Coalition talks new cabinet</p> <p>New cabinet negotiations have more or less been ended with financial paragraph finalized. A new cabinet may be installed by the end of February. Will have to see how it will affect our industry; 3 parties are forming a minority cabinet with the liberal VVD being pro-aviation, the Christian Democrat CDA recently changed to neutral position and the centre-left D66 not being pro-aviation per se in their program. The SG mentions that with a minority cabinet there are pro's and con's. For every new legislation or major expense the cabinet needs to find a majority over left, through the centre or over right. So even though we may have favourable items in e.g. the Airport Traffic Decree (LVB) from a new cabinet, still a majority have to be found in the House of Representatives as well as in the Senate. We will share a document with highlights of what a minority cabinet entails. (attached).</p>	
7.c	<p>Talks with environmental movement</p> <p>As BARIN we try to bridge opinions and we have had a meeting with Natuur & Milieu and the Natuur & Milieufederatie Noord-Holland. Scope was to find common ground between opposing parties (sector vs. environmental movements). The first session was held in December with a follow-up meeting planned with KLM soonest. Topics were amongst others whether aviation taxes should be on a national or supra-national level? We seem to have an agreement there. Slowly but surely we are taking next steps. The objective to find better understanding for each other's points of view and reduce polarization.</p>	
8	Events	JH
	<p>The SG give a brief presentations on what is currently being planned and asks the membership to think along for our major events Sumer BBQ and Christmas Dinner/Luncheon.</p> <p>25 MAR Knowledge session on Electric Flying together with Elysian and NLR</p> <p>06 MAY Event with our Preferred Partner Royal Oostenrijk Group, visiting the ArenA and closing off with a buffet.</p> <p>21 MAY Symposium in collaboration with our Preferred Partner ANVR at the Rosarium in Amsterdam</p> <p>27 AUG BGA and Summer BBQ (change of location) The SG explains that after 15 years having the BBQ at the same venue (Radisson Blu Hotel at Schiphol-Rijk) we deemed it time to look for a more informal location to organize our BBQ. Hence, a location alongside the Kaagerplas was suggested.</p> <p>..... OCT Workshop and networking with another Preferred Partner</p> <p>07 DEC Christmas Dinner or luncheon or any other idea. Although the Christmas Dinner at the Hilton was much better than previous year and Hilton really performed much better, we also think it is good to change the setting, location and type of event. The SG ass if there are any preferences from the membership on what kind of event is favoured. It seems that the majority is in favour of:</p>	

	<ul style="list-style-type: none"> • Discussed was the idea of changing the location for the BBQ to a less formal location and • Also changing the Christmas Dinner to a Luncheon instead <p>The SG asks for suggestions for locations to be shared via email. Decisions will be taken shortly.</p>	
	AOB	All
	<p>There are no additional topics raised by the meeting. The Chair thanks Bas Gerressen / KLM for the many years of his active participation in the BARIN Executive Board. Bas mentions that the 4 years were very interesting with good and active discussions on Schiphol's operations and also on the political developments. A round of applause from the meeting follows.</p>	
10.	Closing	
	<p>The Chairman closes the meeting at 17:10 by thanking all members for their presence and participation. After a short comfort break the SG welcomes Tom Gerritsen, Head of Finance, Control & Regulatory Affairs for Aviation at the Royal Schiphol Group, to fill us in on the long term strategy of Schiphol in relation to the development of the airport charges. Followed by networking drinks and bites kindly hosted by Mercure Amsterdam City Hotel. We wholeheartedly thank the management of the Mercure Hotel for the wonderful services rendered.</p>	

Next BGA

27 August 2026

Venue to be confirmed