

**ANNUAL DECLARATION OF INTERESTS FOR THE EUROPE'S RAIL JOINT  
UNDERTAKING GOVERNING BOARD MEMBERS**

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**Position: Innovation & Partnership Director**

Chairperson of the Governing Board

Representative/lead delegate/alternate of the Commission

alternate of Richard FRENCH (ALSTOM)

Representative/lead delegate/ alternate of [...]

Other (please specify)

do hereby declare on my honour that, to the best of my knowledge, the only direct or indirect interests I have in the rail sector is those listed below:

**1 Past activities:**

N/A

**2. Current activities:**

Innovation and Partnership Director at ALSTOM

**3. Current Financial Interests**

No Interest Declared

**4. Any other relevant interests.**

No Interest Declared

**5. Family Member Interest**

No Interest Declared

I confirm the information declared on this form is accurate to the best of my knowledge and I consent to my information being stored electronically by the Europe's Rail Joint Undertaking.

Done at Saint-Ouen-sur-Seine, France, 07/03/2024

Michael HADDAD

