



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, 24/03/2025

Michael HADDAD

A handwritten signature in black ink, appearing to read 'Michael Haddad', written over a horizontal line.