



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

Name: Michael HADDAD

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Position: Innovation & Partnerships 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:

Innovation and Partnerships Director at ALSTOM

Member of the board of Ferrocampus (<https://www.ferrocampus.fr/>)

Alstom representative at ERRAC

Member of the board of the CORIFER (<https://www.corifer.fr/>)

2. Current activities:

Innovation and Partnerships Director at ALSTOM

Member of the board of Ferrocampus (<https://www.ferrocampus.fr/>)

Alstom representative at ERRAC

Member of the board of the CORIFER (<https://www.corifer.fr/>)

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, 15/12/2025

A handwritten signature in black ink, appearing to read 'MH', with a long horizontal stroke extending to the right.

Michael HADDAD