

VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 13/14.05.2025
REPRESENTATIVES OF INDIVIDUALS, PARTICIPATING IN THE MEETING OR WHO SEND
THEIR VOTE BY CORRESPONDENCE / REGISTERED POST

The undersigned,, identified with ID card series ... no.
(copy attached to the present voting ballot), PIN, representative of
....., identified with ID card series ... no. (copy attached to the
present voting ballot), PIN, holder of shares issued by the
IAR S.A. company, shares that grant the right to votes in the shareholders' general meeting of the
company, hereby exercise my right to vote related to these shares, according to the special power of
attorney submitted at the IAR SA headquarters, on the matters on the daily agenda of the OGS meeting on
13/14.05.2025, time 12:00, as follows:

- 1. Appointment / Prolongation of the mandate of some temporary administrators starting with 16.05.2025, following the expiry of the mandates of the current interim administrators**

The vote PRO / AGAINST or ABSTENTION are in concordance with the secret voting ballot

- 2. Establishing the duration of the mandates of the appointed interim members of the Board of Directors until, but no later than the date of the appointment of the administrators in conditions of OUG no. 109/2011 on Corporate Governance of Public Enterprises, as subsequently amended and supplemented, if this is to be completed within this period, or until the date of their revocation.**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 3. Establishing the gross fixed monthly remuneration due to the appointed interim administrators at the level of lei**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 4. Choosing Mrs / Mras Chairman of the Board**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 5. The empowering of the representative of the Ministry of Economy, Digitalization, Entrepreneurship and Tourism, Mr./Mrs., to sign the mandate contracts with the interim administrators of IAR SA.**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 6. Approval of the date of 12.06.2025 as the date of registration, respectively of identification of the shareholders affected by the decisions of the ordinary general meeting of shareholders dated 13.05.2025 and the date of 11.06.2025 as ex-dates, in accordance with the provisions of Law no. 24/2017**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

NAME AND SURNAME

SIGNATURE

Date