

VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 14-17.02.2020
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
14-17.02.2020, time 12:00, as follows:*

- 1. The election of some temporary members of the IAR SA Board of Directors starting with 18.02.2020, as a result of the expiry of the mandates of the current temporary members of the IAR SA Board of Directors**

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

- 2. Establishing the term of the mandates of the elected temporary members of the Board of Directors until ..., but no later than the date of election of the administrators according to the provisions of OUG no. 109/2011 on Corporate Governance of Public Enterprises, approved with amendments and completions by Law no. 111/2016**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 3. Establishing the retribution due to the elected interim members of the board**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

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

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 5. Approval of the date of 10.03.2020 as registration date, i.e. - identifying the shareholders that are impacted by the decisions of the Ordinary General Meeting of Shareholders held on the 14/17.02.2020 and of the date of 09.03.2020 as the ex-date, in accordance with the provisions of Law No. 24/2017.**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

NAME AND SURNAME

SIGNATURE

Date