

**VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 15-16.06.2020
SHAREHOLDERS PRESENT 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, holder of shares issued by the IAR S.A. company, which grant me the right to votes in the shareholders' general meeting of the company, hereby exercise the right to vote related to the shares owned by me in this trading company, on the matters on the daily agenda of the OGS meeting on 15-16.06.2020, time 12:00, as follows:

- 1. Appointment of temporary administrators starting with 19.06.2020, 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 term of the mandates of the elected temporary 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 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 form of the mandate contract to be concluded with the interim administrators of the Company, which will be the one annexed to the Order of the Minister of Economy, Energy and Business Environment no.**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 6. The empowering of the representative of the Ministry of Economy, Energy and Business Environment, Mr., to sign the mandate contracts with the interim administrators of IAR SA.**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

- 7. Approval of the date of 07.07.2020 as registration date, i.e. - identifying the shareholders that are impacted by the decisions of the Ordinary General Meeting of Shareholders held on the 15/16.06.2020 and of the date of 06.07.2020 as the ex-date, in accordance with the provisions of Law No. 24/2017.**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

NAME AND SURNAME

SIGNATURE

Date