

**VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 21-22.06.2021
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
21-22.06.2021, time 12:00, as follows:*

- 1. Election / Re-election / Extension of the mandate duration of temporary administrators starting with 23.06.2021, 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/re-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/re-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. The empowering of the representative of the Ministry of Economy, Entrepreneurship and Tourism, Mr./Mrs., to sign the mandate contracts/additional acts to the mandate contracts with the interim administrators of IAR SA.**

PRO or AGAINST or ABSTENTION

- 6. Approval of the date of 15.07.2021 as registration date, i.e. - identifying the shareholders that are impacted by the decisions of the Ordinary General Meeting of Shareholders held on the 21/22.06.2021 and of the date of 14.07.2021 as the ex-date, in accordance with the provisions of Law No. 24/2017.**

PRO or AGAINST or ABSTENTION

NAME AND SURNAME

SIGNATURE

Date