

**VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 23-24.02.2022**  
**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  
23-24.02.2022, time 12:00, as follows:*

- 1. Election / Re-election / Extension of the mandate duration of temporary administrators starting with  
25.02.2022, 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 / Mr .....as Chairman of the Board**

☐ PRO                      or                      ☐ AGAINST                      or                      ☐ ABSTENTION

- 5. The empowering of the representative of the Ministry of Economy, 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 31.03.2022 as registration date, i.e. - identifying the shareholders that are  
impacted by the decisions of the Ordinary General Meeting of Shareholders held on the  
23/24.02.2022 and of the date of 30.03.2022 as the ex-date, in accordance with the provisions of  
Law No. 24/2017.**

☐ PRO                      or                      ☐ AGAINST                      or                      ☐ ABSTENTION

**NAME AND SURNAME .....**

**SIGNATURE .....**

**Date .....**