

## THE PROFESSIONAL EXPERIENCE OF THE MEMBERS OF THE BOARD OF DIRECTORS OF THE COMPANY IAR S.A.

1. Starting with 1998, Mrs. **Iuliana MUȘAT**, temporary non-executive and independent administrator of IAR SA Company starting with 23.06.2021, held the following management and/or administration positions:

PERIOD	COMPANY / FUNCTION
09.1998 – 04.2014	Reiffeisen Capital & Investment SA–Member of the Board and Chief Financial Officer
05.2014 – present	Reiffeisen Bank – Senior Director Investment Banking
04.2020 – present	NOROFERT S.A. – Member of the Board

Mrs. **Iuliana MUȘAT** has the following professional certifications / professional trainings:

- long-term studies:
  - Academy of Economic Studies - Bucharest, Faculty of Finance, Banking and Stock Exchanges – 1992-1997
  - Polytechnic University - Faculty of Aircraft – 1986-1991
  - FCCA – Member of the ACCA Professional Association

2. Starting with, Mrs **Andreea MLADIN**, temporary non-executive and independent administrator of IAR SA Company starting with 23.06.2021, held the following management and/or administration positions:

PERIOD	COMPANY / FUNCTION
01.2011 – 09.2012	Capital Partners România (now BT Capital Partners) – Director M&A / Senior Analyst

Mrs. **Andreea MLADIN** has the following professional certifications / professional trainings:

- long-term studies: Bucharest Academy of Economic Studies, Faculty of Finance, Banking and Stock Exchanges – 2003-2007
- short-term studies / trainings / certifications:
  - Chartered Financial Analyst (CFA) certified, since August 2016
  - Challenger - training program held at Engie University, France, 2017
  - Understanding energy markets - course held at Engie University Brussels, Belgium, 2015
  - Financial Model of spreadsheet - course run by Training the Street in Milan, Italy, 2008

3. Starting with 2002, Ms. **Elena CĂLIN**, non-executive and independent temporary administrator of IAR SA starting with 23.06.2021, held the following management and/or administration positions:

PERIOD	COMPANY / FUNCTION
05.2002 - present	Costumer Focus Romania, representative of Uplifting Service Singapore - Administrator / Executive Director, Expert in service culture / Master trainer
1997 - 1998	Lemcor Craiova – Area Sales Manager Oltenia

Mrs. **Elena CĂLIN** has the following professional certifications / professional trainings:

- long-term studies:
  - Craiova University, Faculty of Economic Sciences – 1991-1996
  - The Academy of Economic Studies - Master in Business Consulting – 2000-2002
- short-term studies: a series of training / specialization programs, of which the following are noted:
  - Specialization course in self-assessment and personal development tools - LIFO International Timisoara, 09.2003-02.2004
  - Course on Transforming Organizational Culture - Advanced Tools - Human Synergetics International – 09.2005-07.2006
  - Postgraduate Course in Creative Leadership - Erudio Romania– 03.2007-09.2007
  - Coach Practitioner - Coacing Institute, Romania - 09.2007-03.2009

- Metasysteme Coaching, Alain Cardon – 07.2010-03.2016
- PwC Academy - certificate Lean Six Sigma White Belt – 05.2021

**4. Starting with 2009, Mr. Alexandru ROȘU, temporary non-executive and independent administrator of Societatea IAR SA starting with 23.06.2021, held the following management and/or administration positions:**

<b>PERIOD</b>	<b>COMPANY / FUNCTION</b>
01.2009 - prezent	Prunaru & Asociații Civil Law Firm - Associate Lawyer
06.2017 - prezent	National Union of Insolvency Practitioners in Romania - member of the Disciplinary Commission
03.2019 - prezent	National Union of Romanian Bars - Member of the Brașov Bar Council

Mr. **Alexandru ROȘU** has the following professional certifications / professional trainings:

- long-term studies:
  - Transilvania University, Faculty of Law, undergraduate studies - period 2001 – 2005
  - Transilvania University, Faculty of Law, Master in Criminal Business Law - period 2005-2007