

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:

PERIOD	COMPANY / FUNCTION
01.2009 - present	Prunaru & Asociații Civil Law Firm - Associate Lawyer
06.2017 - present	National Union of Insolvency Practitioners in Romania - member of the Disciplinary Commission
03.2019 - present	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

5. Mr. Octavian-Thor PLETER, temporary non-executive and independent administrator of Societatea IAR SA starting with 28.07.2021, held the following management and/or administration positions:

PERIOD	COMPANY / FUNCTION
1993 - present	IDM Kennedy Group Co. SRL - General Manager
2012 - 2016	Polytechnic University of Bucharest - Vice Dean
2016 - present	Polytechnic University of Bucharest - Dean

Mr. **Octavian-Thor PLETER** has the following professional certifications / professional trainings:

- long-term studies:
 - Bucharest Polytechnic Institute, Faculty of Aircraft - period 1980 – 1986
 - University of Manchester, UK, Master in Business Administration - period 1972-2002
 - Polytechnic University of Bucharest – Doctor in aerospace engineering - period 1992-2005
 - Bucharest Academy of Economic Sciences – Doctor in economics - period 2002-2008
- managerial skills:
 - 27 years of experience as general manager of a company (IDM Kennedy) which has developed from scratch and which currently has about 250 employees and a turnover of about 30 million lei.
 - 10 years of experience as rector of a private university (Romanian-British University of Bucharest)
 - 4 years of experience as vice dean of the Faculty of Aerospace Engineering
 - 4 years of experience as dean of the Faculty of Aerospace Engineering.

Also, Mr. Octavian-Thor PLETER

- has received countless awards and distinctions
- is the author of a significant number of books, publications, articles
- is the holder of three industrial patents
- is a member of prestigious professional associations
- has gone through countless specialization and qualification programs