

**VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 08/09.12.2025**  
**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  
08/09.12.2025, time 12:00, as follows:

- 1. Appointment of the mandate of some temporary administrators starting with 18.12.2025, 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 duration of the mandates of the appointed interim 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 gross fixed monthly remuneration due to the appointed interim administrators at  
the level of ..... lei**

☐ 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, Digitalization, Entrepreneurship  
and Tourism, Mr./Mrs. ...., to sign the mandate contracts with the interim  
administrators of IAR SA.**

☐ PRO                      or                      ☐ AGAINST                      or                      ☐ ABSTENTION

- 6. Approval of the date of 15.01.2026 as the date of registration, respectively of identification of the  
shareholders affected by the decisions of the ordinary general meeting of shareholders dated 08.12.2025  
and the date of 14.01.2026 as ex-dates, in accordance with the provisions of Law no. 24/2017**

☐ PRO                      or                      ☐ AGAINST                      or                      ☐ ABSTENTION

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

**SIGNATURE .....**

**Date .....**