

VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 08/09.12.2025
SHAREHOLDERS PRESENT 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, holder of shares
issued by the IAR S.A. company, which grant me the right to votes in the shareholders' general
meeting of the company, hereby exercise the right to vote related to the shares owned by me in this
trading company, 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 / Mras 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