

**VOTING BALLOT AVAILABLE FOR THE IAR SA OGMS ON 23/24.02.2026
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 23/24.02.2026, time
12:00, as follows:

1. **Appointment of administrators of IAR SA Company starting with 23.02.2026, following the completion of the selection procedure for filling the positions of members of the board of directors in accordance with the provisions of OUG no. 109/2011 on the corporate governance of public enterprises, with subsequent amendments and supplements**

The vote PRO / AGAINST or ABSTENTION are in concordance with the secret voting ballot

2. **Choosing Mrs / Mras Chairman of the Board**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

3. **Establishing the duration of the mandates of administrators appointed under the terms of OUG no. 109/2011 regarding the corporate governance of public enterprises or until the date of their dismissal from office**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

4. **Establishing the fixed monthly gross remuneration due to the appointed administrators at the level of the amount of lei**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

5. **Approval of the form of the mandate contract to be concluded with the administrators of IAR SA**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

6. **The empowering of the representative of the Ministry of Economy, Digitalization, Entrepreneurship and Tourism, Mr./Mrs., to sign the mandate contracts with the administrators of IAR SA.**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

7. **Approval of the date of 31.03.2026 as the date of registration, respectively of identification of the shareholders affected by the decisions of the ordinary general meeting of shareholders dated 23.02.2026 and the date of 30.03.2026 as ex-dates, in accordance with the provisions of Law no. 24/2017**

☐ PRO or ☐ AGAINST or ☐ ABSTENTION

NAME AND SURNAME

SIGNATURE

Date