RICARDO PLC – COURT MEETING

You may submit your proxy electronically using the share portal service at <u>www.ricardo-shares.com</u>. To do so, you will need to log on to your share portal account or register for the share portal if you have not already done so. You will be prompted to enter your Investor Code (IVC).

RICARDO PLC – GENERAL MEETING

You may submit your proxy electronically using the share portal service at www.ricardo-shares.com. To do so, you will need to log on to your share portal account or register for the share portal if you have not already done so. You will be prompted to enter your Investor Code (IVC)

To be held at 2.15 p.m. (London time) on 15 July 2025 at the offices of Ashurst LLP, London Fruit & Wool Exchange, 1 Duval Square, London, E1 6PW

To be held at 2.00 p.m. (London time) on 15 July 2025 at the offices of Ashurst LLP, London Fruit & Wool Bar Code: Exchange, 1 Duval Square, London, E1 6PW.

FORM OF PROXY - RICARDO PLC - COURT MEETING

Before completing this Form of Proxy, please read carefully the Notice of Court Meeting set out in Part 10 of the scheme document of Ricardo PLC (the "Company") dated 23 June 2025 (the "Scheme Document") which has been sent to shareholders and the Notes set out overleaf. By an order dated 20 June 2025 made in the matter of the Company and in the matter of the Companies Act 2006, the Court has given permission for a meeting of the Scheme Shareholders (as defined in Scheme Document) to be convened for the purpose of considering and, if thought fit, approving (with or without modification) a scheme of arrangement propose made pursuant to Part 26 of the Companies Act 2006 (the "Scheme") between the Company and the Scheme Shareholders and that such court meeting shall be at 2.00 .p.m. (London time) on 15 July 2025 at the offices of Ashurst LLP, London Fruit & Wool Exchange, 1 Duval Square, London, E1 6PW (the "Court Meeting

Name of Proxy	appointed over		
	Number of shares proxy	Event Code	
I/We, being (a) registered shareholder(s) of the Comeeting (see Note 21 overleaf) OR the person spo			
		Dai Coue.	
		Bar Code:	

id at any adjourned meeting for the purposes of as my/our proxy to attend, ask questions and/or any objections and vote on my/our behalf at the Court Meetin considering, and if thought fit, approving (with or without modification) the Scheme and at such meeting name(s) for the Scheme (either with or without modification, as my/our proxy may approve) or adapted the adjournment thereof, to vote for me/us and in my/our as indicated below.

Please mark 'X' in the box opposite if this appointment is one of multiple appointments being made:
IMPORTANT: Please use a black pen. If you wish to vote for the Scheme, sign your name in the box marked "FOR the Scheme". If you wish to vote
against the Scheme, sign your name in the box marked "AGAINST the Scheme". Only insert your signature once. If you sign both boxes, or if you do not
sign in either box, then this Form of Proxy will be invalid. Joint Scheme Shareholders should refer to Note 15 overleaf.

OR the Scheme	X	AGAINST th	he Scheme
Signature		Signature	
		Date	

Please detach this portion of the Form of Proxy before posting. Please note this Form of Proxy must be signed and dated before being posted. Please complete, sign and return this Form of Proxy whether or not you plan to attend the Court Meeting.

lame of Proxy	

PLC – GENERAL MEETING C (the "Company") to be held at 2.15 p.m. (London on Fruit & Wool Exchange, 1 Duval Square, London, as the Court Meeting shall have been concluded or g (the "Notice of General Meeting") in the scheme cheme Document") and the Notes overleaf before	Bar Code:	
any, hereby appoint the Chair of the meeting OR y"		
Number of shares proxy appointed over	Event Code:	
y/our behalf at the General Meeting and at any adjoution indicated below.	irnment thereof. I/We ha	ve indicated with an 'X' how
s one of multiple appointments being made:		For Against Withheld
Company (or a duly authorised committee of the dir desirable or appropriate for carrying the Scheme into y amended by the adoption and inclusion of the follo	full effect; and (b) the	
eeting, please place an 'X' in the box opposite:		
Date		You may submit your proxy electronically at www.ricardo-shares.com

FORM OF PROXY – RICARDO General Meeting (the "General Meeting") of Ricardo time) on 15 July 2025 at the offices of Ashurst LLP, Lc E1 6PW (or as soon as reasonably practicable thereat adjourned). Please read the notice of the General Mee document of the Company dated 23 June 2025 (the completing this form. Please use a black pen.	PLC (the " Company ") to be held at 2.15 p.m. (Lor indon Fruit & Wool Exchange, 1 Duval Square, Lon fter as the Court Meeting shall have been conclude eting (the " Notice of General Meeting ") in the sch	ndon Idon, ed or neme Bar Code:	
I/We, being (a) registered shareholder(s) of the Co the person specified in the box titled: "Name of P) OR	
Name of Proxy	Number of shares proxy appointed over	Event Code:	
as my/our proxy to attend, ask questions and vote or		/ adjournment thereof. I/We h	ave indicated with an 'X' how
//we wish my/our votes to be cast in respect of the re Please mark 'X' in the box opposite if this appointme SPECIAL RESOLUTION	-		For Against Vote Withheld
For the purposes of the Scheme: (a) the directors of to take all such action as they may consider necessa articles of association of the Company be and are he as set out in the Notice of General Meeting.	ry, desirable or appropriate for carrying the Schem	ne into full effect; and (b) the	
To assist with arrangements, if you plan to attend the	meeting, please place an 'X' in the box opposite:		
Signature	Date		You may submit your proxy electronically at www.ricardo-shares.com

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Please detach this portion of the Form of Proxy before posting. Please note this Form of Proxy must be signed and dated before being posted. Please complete, sign and return this Form of Proxy whether or not you plan to attend the General Meeting.

Bar Code:

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1. Full details of the Special Resolution to be proposed at the General Meeting, with explanatory notes, are set out in the Notice of General Meeting which is set out in Part 11 of the Scheme Document. Before completing this Forr

of Proxy, please also read the section estituded Action to be taken' set out in the Scheme Document. Terms defined in the Scheme Document shall apply in this Form of Proxy unless the context otherwise requires. 2. The Special Resolution will be proposed as a special resolution. For the Special Resolution to pass, at least three

quarters of the votes cast must be in favour of the Special Resolution. Shareholders are strongly encouraged to submit proxy appointments and instructions for the General Meeting as soon as possible using any of the methods (by post, by hand, online or electronically through CREST) set out below. Shareholders are also strongly encouraged to appoint "the Chair of the meeting" to their strong to any other strongly encouraged to appoint the accurate the accurate

meeting" as their proxy. If any other person is appointed as proxy, he or she will not be permitted to attend the General Meeting in person, but will be able to attend, submit written questions and vote at the General Meeting.

Only Shareholders, or their duly appointed representatives, are entitled to attend, submit written questions and vote at the General Meeting. To appoint as a proxy a person other than the Chair of the meeting, insert their full name in the box provided. If you leave this box blank, you will be deemed to have appointed the Chair of the meeting as your proxy. A proxy need not be a Shareholder. You can also appoint more than one proxy provided each proxy is appointed to exercise the rights attached to a different share or shares held by you. The following options are available.

(a) To appoint the Chair of the meeting as your sole proxy in respect of all your shares, simply fill in any voting instructions in the appropriate box and sign and date the Form of Proxy.

- (b) To appoint a person other than the Chair of the meeting as your sole proxy in respect of all of your shares
- (b) To appoint a person other than the Chair of the meeting as your sole proxy in respect of all of your shares, delete the words 'the Chair of the meeting or' and insert the name of your proxy in the space provided, then fill in any voting instructions in the appropriate box and sign and date the Form of Proxy.
 (c) To appoint more than one proxy, you may photocopy this form or contact the Company's Registrar, MUFG Corporate Markets (the "Registrar") for further WHITE Forms of Proxy via the shareholder helpline detailed at Note 9. Please indicate the proxy (which, in aggregate, should not exceed the number of shares helpline detailed at Note 9. Please indicate the proxy (which, in aggregate, should not exceed the number of shares help by oul, Please also indicate if the proxy instruction is one of multiple instructions being given by marking an 'X' in the box provided. If you wish to appoint the Chair of the meeting as one of your multiple proxies, simply write 'the Chair of the meeting'. All forms must be signed and should be returned together in the same envelope. Please ensure that all of the multiple Forms of Proxy in respect of one registered holding of shares are sent to the Registrar, MUFG Corporate Markets, PXS 1, Central Square, 29 Weilington Street, Leeds, LS1 4DL so as to be received as soon as possible and in any vert but not thems indicated in Note 7 for receipt of them the sing indicated in Note 7 for receipt of themse indicated in Note 7 for receipt of the respective das stored by read in any vert by no later than the times indicated in Note 7 for receipt of the most proximation and in any vert by no later than the times indicated in Note 7 for receipt of the receipt of the note proximate and in any vert that not the multiple forms of proxy in respect than the times indicated in Note 7 for receipt of the receipt of the note of the note of the note proximate and in any vert that the number of shares help in the same and the receipt of the note of the note of the note proximate and in any be received as soon as possible and in any event by no later than the times indicated in Note 7 for receipt of Forms of Proxy
- (d) If the proxy is being appointed in relation to less than your full voting entitlement, please enter in the box entitled 'Number of shares proxy appointed over' the number of shares in the Company in relation to which they are authorised to act as your proxy. If this box is left blank, your proxy will be deemed to be authorised n respect of your full voting entitlement (or, if this Form of Proxy has been issued in respect of a designated account for a member, the full voting entitlement for that designated account).
- Proxies may be lodged electronically using the share portal service at www.ricardo-shares.com where full instructions are given. Your Investor Code, which can be obtained by signing in to www.ricardo-shares.com, will be required.
- 6. Shares held in uncertificated form (i.e., in CREST) may be voted through the CREST Proxy Voting Service in Shares held in uncertificated form (i.e., in CHES1) may be voted through the CHES1 Proxy Voting Service in accordance with the procedures set out in the CREST Manual. To appoint one or more proxies or to give an instruction to a proxy (whether previously appointed or otherwise) via the CREST system, CREST messages must be received by the issuer's agent (ID RA10) by no later than the times indicated in Note 7. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp generated by the CREST Application Host) from which the issuer's agent is able to retrieve the message. The Company may treat as invalid a proxy appointment sent by CREST in the circumstances set out in Regulation 35(5)(a) of the Uncertificated Securities Provide 2001. Regulations 2001
- To be valid, the Form of Proxy, and any other power of attorney or other authority under which it is executed (or duly certified copy of any such power or authority), must either be (a) sent by post, or (during normal business hours) by hand to the Registrar, MUFG Corporate Markets, PXS 1, Central Square, 29 Wellington Street, Leeds, LS1 4DL; (b) I using the share portal service at www.ricardo-shares.com; or (for uncertificated holders only) (c) lodged using the CREST electronic proxy appointment service in accordance with the procedures set out in the CREST Manual (o) If you are an institutional investor you may also be able to appoint a procedures set our in the CREST Manual (o) If you are an institutional investor you may also be able to appoint a proxy electronically via the Proxymity platform, in each case, so as to arrive as soon as possible and in any event no later than 2.15 p.m. (London time) on 11 July 2025 or, if the General Meeting is adjourned, 48 hours (excluding any day which is not a Business Day) before the time fixed for the adjourned General Meeting. A stamp is not required if posted in the UK or the Channel Islands. A proxy appointment made electronically will not be valid if sent to any address other then that reacted. Blence up that undertapping for the computing found to contain a computer view will be the other activities. than that provided. Please note that any electronic communication found to contain a computer virus will not be accepted

- If you are an institutional investor you may also be able to appoint a proxy electronically via the Proxymity platform a process which has been agreed by the Company and approved by the Registrar. For further information regarding Proxymity, please go to <u>www.proxymity.io</u>. Your proxy must be lodged no later than 2.15 p.m. (London time) on 11 July 2025 in order to be considered valid or, if the meeting is adjourned, by the time which is 48 hours before the time of the adjourned meeting. Before you can appoint a proxy via this process you will need to have agreed to Proxymity associated terms and conditions. It is important that you read these carefully as you will bound by them and they will govern the electronic appointment of your proxy. An electronic proxy appointment via the Proxymity platform may be revoked completely by sending an authenticated message via the platform instructing the removal of your proxy vote
- If you have any questions about the Scheme Document or the General Meeting or are in any doubt as to how to complete this Form of Proxy or to submit your proxies electronically you can call the Registrar on the shareholder helpline: 0371 664 0321 (or +44 (0) 371 664 0321 if calling from outside the United Kingdom). Calls are charged at the standard geographic rate and will vary by provider. Calls outside the United Kingdom will be charged at the applicable international rate. Lines are open 9.00 a.m. and 5.30 p.m., as to how to co Monday to Friday (excluding public holidays in England and Wales). Alternatively, you can email MUFG Corporate Markets at shareholderenouiries@cm.mpms.mufg.com.The helpline cannot provide advice on the merits of the Acquisition or the Scheme nor give any financial, legal or tax advice and calls may be recorded and monitored for ecurity and training purposes

0. This Form of Proxy (i) in the case of an individual, must either be signed by the appointor or his or her attorney; and (ii) in the case of a corporation, must be either given under its common seal or be signed on its behalf by an attorney or a duly authorised officer of the corporation. Any signature on or authentication of such appointment need not be witnessed. Where an appointment of a proxy is signed on behalf of the appointor by an attorney, the power of attorney or a copy thereof certified notarially or in some other way approved by the Directors must registration with the Company) be submitted to the Company, failing which the appointme

- 11. The Form of Proxy is for use in respect of the shareholder account specified above only and should not be amended or submitted in respect of a different account.
- 12. Completion and return of the Form of Proxy, or the appointment of a proxy electronically or through CREST, will not preclude you from attending and voting in person at the General Meeting, should you subsequently decide to do so. If you attend the General Meeting and vote, any proxy appointed will be terminated and the proxy vote disregarded in respect of those shares so voted.
- 13. Please indicate with an 'X' in the relevant box how you wish your vote to be cast on the Special Resolution. The • Preserving the provided of the provided in the provided water your weather the provided and the provide business, including any resolution to adjourn) which may come before the General Meeting.
- Business, including any resolution to adjourn) which may come before the General weeting.
 14. Entitlement to attend and vote (or by proxy) at the General Meeting and the number of votes which may be cast thereat will be determined by reference to the register of members of the Company (the "**Register**") at 6.00 p.m. on 11 July 2025, or, if the General Meeting, Changes to entries on the Register after that time shall be disregarded in determining the rights of any person to attend and vote at the General Meeting.
- 15. In the case of joint holders, any one holder may vote. If more than one holder is present at the General Meeting, or purports to appoint a proxy, only the vote of, or appointment made by, the senior holder will be accepted, seniority being determined by the order in which the names appear in the Register in respect of the joint holding.
- 16. A member of the Company which is a corporation may authorise a person or persons to act as its representative(s at the General Meeting. In accordance with the provisions of the Companies Act 2006, each such representative may exercise (on behalf of the corporation) the same powers as the corporation could exercise if it were an individual member of the Company, provided that it does not do so in relation to the same shares. *. Neither the death nor the incapacity of a member who has appointed a proxy, nor the revocation or termination by a member of the appointment of a proxy (or of the authority under which the appointment was made),
- shall invalidate the proxy or the exercise of any of the rights of the proxy thereunder, unless notice of such death, insanity, revocation or termination shall have been received by the Company at the address specified for receipt of the Forms of Proxy not less than 48 hours (excluding any day which is not a Business Day) before the commencement of the General Meeting (or adjournment thereof). 18. You may not use any electronic address provided either in this Form of Proxy, in the notice of General Meeting or in any related documents to communicate with the Company for any purposes other than those expressly stated.
- Overleaf is how your address appears on the Register. If this information is incorrect, please contact the Registrar to request a change of address form on the shareholder helpline detailed at Note 9.
 Any alterations made in this Form of Proxy should be initialled by the person who signs it.

- 1. Full details of the resolution to be proposed at the Court Meeting are set out in the Notice of Court Meeting which s set out in Part 10 of the Scheme Document. Before completing this Form of Proxy please also read the section entitled 'Action to be taken' in the Scheme Document. Terms defined in the Scheme Document shall apply in this
- entitled 'Action to be taken' in the Scheme Document. Terms defined in the Scheme Document shall apply in this Form of Proxy unless the context otherwise requires.
 Scheme Shareholders are strongly encouraged to submit proxy appointments and instructions for the Court Meeting as soon as possible using any of the methods (by post, by hand, online or electronically through CREST) set out below. Scheme Shareholders are also strongly encouraged to appoint "the Chair of the court meeting" as their proxy. Any Ricardo Shareholder holding shares through a nominee, trustee or custodian should contact the nominee, trustee or custodian as deadlines for such shareholders to appoint proxies may be different from those set out below.
 Only Scheme Shareholders, or their duly appointed representatives, are entitled to attend, submit writtep questions and/or any objections and vote at the Court Meeting. To appoint as a proxy a person other than the Chair of the meeting insert their tuli name in the space provided. A proxy need not be a SchemeNeholder Proxymity platform may be revoked completely by sending an authenticated message via the platform instructing the removal of your proxy vote. If you have any questions about the Scheme Document or the Court Meeting or are in any doubt as to how to complete this Form of Proxy or to submit your proxies electronically you can call the Registrar on the shareholder helpline: on 0371 664 0321 (or +44 (0) 371 664 0321 if calling from outside the United Kingdom). Calls are charged at the standard geographic rate and will vary by provider. Calls outside the United Kingdom will be charged at the applicable international rate. Lines are open 9.00 a.m. and 5.30 p.m., Monday to Friday (excluding public holidays in England and Wales). Atternatively, you can email MUFG Corporate Markets at shareholderenquiries@cm.mpms.mufg.com. The helpline cannot provide advice on the merits of the Acquisition or the Scheme nor give any financial, legal or tax advice and calls may be recorded and monitored for security and the initiation emails.
- Chair of the meeting insert their full name in the space provided. A proxy need not be a Scheme Shareho
- You can also appoint more than one price in the space provider. A proxy need not be service the optimation of different share or shares held by you. The following options are available: (a) To appoint the Chair of the meeting as your sole proxy in respect of all your Scheme Shares, size within a voting instructions in the appropriate box and sign and date the Form of Proxy. This Form of Proxy (i) in the case of an individual, must either be signed by the appointor or his or her attorney and (iii) in the case of a corporation, must be either given under the signed by the appoint of inits of her autometry, and (iii) in the case of a corporation, must be either given under its orman seal or be signed on its behalf by an attorney or a duly authorised officer of the corporation. Any signature on or authentication of such appointment, here do to be witnessed. Where an appointment of a proxy is signed on behalf of the appointor by an attorney, the power of attorney or a copy thereof certified notarially or in some other way approved by the Directors must tailing previous registration with the Company) be submitted to the Company, failing which the appointment may transfer or institution. (b) To appoint a person other than the Chair of the meeting as your sole proxy in respect of all of your Schen Shares, delete the words 'the Chair of the meeting or' and insert the name of your proxy in the space provide then fill in any voting instructions in the appropriate box and sign and date the Form of Proxy. ling previous reg treated as invalid
- (c) To appoint more than one proxy, you may photocopy this form or contact the C Corporate Markets (the "Registrar") for further BLUE Forms of Proxy via the she Note 8. Please indicate the proxy holder's name and the number of Scheme Sha are authorised to act as your proxy (which, in aggregate, should not exceed the held by you). Please also indicate if the proxy instruction is one of multiple instruct an 'X' in the box provided. If you wish to appoint the Chair of the meeting". All forms must be signed and should be an envelope. Please ensure that all of the multiple Forms of Proxy in respect to one results are say our provide. If you wish to appoint the Chair of the meeting". All forms must be signed and should be an envelope. Please ensure that all of the multiple Forms of Proxy in respect to one results are sent to the Broister. MILEG Corporate Markets, BXS-1. Control Scheme Shares are sent to the Broister. 10. The Form of Proxy is for use in respect of the Scheme Shareholder account specified above only and should not be amended or submitted in respect of a different account account specified above only and around not be amended or submitted in respect of a different account.
 11. Completion and return of the Form of Proxy, or the appointment of a proxy electronically or through CREST, will not preclude you from attending and voting at the Court Meeting should you subsequently decide to do so. If you attend the Court Meeting and vote, any proxy appointed will be terminated and the proxy vote disregarded in respect of those Scheme Shares so voted. 12. Entitlement to attend and vote (or by proxy) at the Court Meeting and the number of votes which may be cast thereat will be determined by reference to those Scheme Shareholders registered in the register of members of the Company (the "**Register**") at 6.00 p.m. on 11 July 2025 or, if the Court Meeting is adjourned, 6.00 p.m. on the date which is two Business Days before the date set for such adjourned Court Meeting. Changes to entries enverope. Prease ensure that all of the multiple Forms of P Shares are sent to the Registrar, MUFG Corporate Mart Leeds, LS1 4DL so as to be received as soon as possible in Note 6 for receipt of Forms of Proxy.
 (d) If the proxy is being appointed in relation to less than entitled 'Number of shares proxy appointed over' the num authorised to act as your proxy. If this box is left blank, yo of your full yoting entitlement (ref this Form of Powerkow) re 29 W on the Register after that time shall be disregarded in determining the rights of any person to attend and vote at the Court Meeting. 13. Please indicate how you wish to vote with a signature in either the box marked "FOR the Scheme" or the box marked "AGAINST the Scheme". If you sign both boxes, or if you do not sign in either box, then this Form of Proxy
- er of Sche in relation to which they are roxy will be ed to be authorised in respec of your full voting entitlement (or, if this For a Scheme Shareholder, the full voting entit ent (or, if this Form of Prox ect of a designated account for nt for th
- 14. Unless otherwise instructed, the person appointed as your proxy will exercise his or her discretion as to how he or she votes as to any business other than the resolution to approve the Scheme (including amendments to the resolution and any procedural business, including any resolution to adjourn) which may come before the Court ixies may be lodged electron www.ricardo-shares.com where full instructions are given. Your Investor Code, be obtained by signing in to www.ricardo-shares.com wi be required.
- 15. In the case of joint Scheme Shareholders, any one Scheme Shareholder may vote. If more than one Scheme 5 Scheme Shares held in uncertific d form (i.e. in CB nay be voted through the CREST Proxy Voting Service Shareholder is present at the Court Meeting, or purports to appoint a proxy, only the vote of, or appointment may by, the senior Scheme Shareholder will be accepted, seniority being determined by the order in which the nar appear in the Register in respect of the joint holding. REST Manual. To appoint one or more provise or to give an or otherwise) via the CREST system, CREST messages must alter than the times indicated in Note 6. For this purpose, the nined by the timestamp generated by the CREST Application in accordance with the proce be received by the 16. A Scheme Shareholder, which is a corporation, may authorise a person or persons to act as its representative(s) a the Court Meeting. In accordance with the provisions of the Companies Act 2006, each such representative may time of receipt will be Host) from which t ssage. The Company may treat as invalid a proxy set out in Regulation 35(5)(a) of the Uncertificated Securitie exercise (on behalf of the corporation) the same powers as the corporation could exercise if it were an individual Scheme Shareholder of the Company, provided that it does not do so in relation to the same Scheme Shares.
- Neither the death nor the incapacity of a Scheme Shareholder who has appointed a proxy, nor the revocation or termination by a Scheme Shareholder of the appointment of a proxy (or of the authority under which the ver of attorney or other authority under which it is exec oxy, and an thority), must either be (a) sent by post or (during normal business Corporate Markets, PXS 1, Central Square, 29 Wellington Street, or termination by a Scherne Shareholder the proxy or the exercise of any of the rights of the proxy threenunder, unless notice of such death, insanity, revocation or termination shall have been either (i) received by the Company at the address specified for receipt of the Forms of Proxy not less than 48 hours (excluding any day which is not a Business Day) before the commencement of the Court Meeting (or adjournment thereo), or (ii) if not received by the Company at the address specified for receipt of the Forms of Proxy by the specified time as outlined at (i), it may be handed to the Chair or a representative of MUFG Corporate Markets any time prior to the start of the Court Meeting. The registrar, hull G Corporate Markets, PAS 1, Central Square, 29 Weilington Street, See electorized/u using the share portal service at <u>www.rcardo-shares.com</u>; or (for ly) (6) Notiged using the CREST electronic proxy appointment service in accordance with the CREST Manual (d) if you are an institutional investor you may also be able to appoint the Proxymity platform, in each case, so as to arrive as soon as possible and in any event spraken time, it may be for the the adjourned Court Meeting. If the Form of Proxy is alided time, it may be handed to the Chair or a representative of MUFG Corporate Markets start of the Court Meeting. A starge is not required it posted in the UK or the Channed the Channel is not required it posted in the UK or the Channel in the Channel is not required it posted in the UK or the Channel the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required it posted in the UK or the Channel is not required in the UK or the Channel is not required in the UK or the Channel is not required in the UK or the Channel is not required in the UK or the Channel is not required in the Channel is not required in the Channel is not required in the Channel is You may not use any electronic address provided either in this Form of Proxy, in the notice of Court Meeting or in any related documents to communicate with the Company for any purposes other than those expressly stated.
 Overleaf is how your address appears on the Register. If this information is incorrect, please contact the Registrar to request a change of address form on the shareholder helpline detailed at Note 8. he start of the Court Meeting. A stamp is not required if posted in the UK or the Channel ant made electronically will not be valid if sent to any address other than that provided. onic communication found to contain a computer virus will not be accepted.

you are an an any electronic communication round to comain a communication to the accepted. you are an institutional investor you may also be able to appoint a proxy electronically via the Proxymity platform, a process which has been agreed by the Company and approved by the Registrar. For further information regarding Proxymity, please go to <u>www.proxymityio</u>. Your proxy must be lodged in any event no later than 2.00 p.m. (London time) on 11 July 2025 or, if the meeting is adjourned, by the time which is 48 hours before the

.ED] [PLEASE USE REPLY-PAID ENVELOPE PROVIDED]

time of the adjourned meeting. Before you can appoint a proxy via this process you will need to have agreed to Proxymity's associated terms and conditions. It is important that you read these carefully as you will be bound by them and they will govern the electronic appointment of your proxy. An electronic proxy appointment via the m may be revoked completely by sending an authenticated message via the platform instructing roxymity platfor

will be invalid.

- Any alterations made in this Form of Proxy should be initialled by the person who signs it.
 The Court has appointed Mark Clare, or failing him, Graham Ritchie, or failing him, any other Director of the Company, to act as Chair of the Court Meeting and has directed the Chair of the Court Meeting to report the result the Court is the Court Meeting to report the result the Court is the Court Meeting and the single size of the Court Meeting to report the result to the Court Meeting to report the result the Court Meeting to report the result to the Court Meeting to report the Court Meeting to report the result to the Court Meeting to report to the result to the Court Meeting to report to the result thereof to the Court.

[PLEASE USE REPLY-PAID ENVELOPE PROVIDED]