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23 June 2025

The Directors
Ricardo plc
Shoreham Technical Centre
Shoreham-by-Sea
West Sussex BN43 5FG

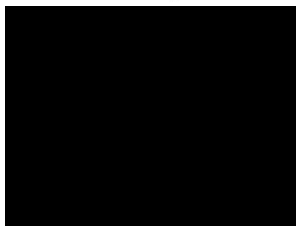
Dear Sirs and Madams,

Recommended cash offer for Ricardo plc by WSP Group Limited, a wholly-owned subsidiary of WSP Global Inc., of 430 pence per share (the "Offer").

We refer to the scheme document to be issued by Ricardo plc ("**Ricardo**") to its shareholders on 23 June 2025 in connection with the acquisition by WSP Group Limited, a wholly-owned subsidiary of WSP Global Inc., of the entire issued and to be issued share capital of Ricardo (the "**Scheme Document**"). The Scheme Document includes certain references to Gleacher Shacklock LLP.

In accordance with Rule 23.2 of the City Code on Takeovers and Mergers, we hereby consent to the publication of the Scheme Document with the inclusion of our name and the references thereto, in the form and context in which they appear.

Yours faithfully,



Position: Partner

For and on behalf of

Gleacher Shacklock LLP