

Ricardo plc
Shoreham-by-Sea
West Sussex
BN43 5FG

FAO: Judith Cottrell

11 June 2025

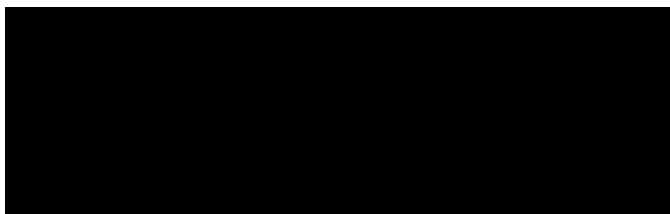
RECOMMENDED CASH ACQUISITION OF RICARDO PLC (THE “COMPANY”) BY WSP GROUP LIMITED, A WHOLLY-OWNED SUBSIDIARY OF WSP GLOBAL INC., TO BE EFFECTED BY MEANS OF A SCHEME OF ARRANGEMENT (THE “OFFER”)

We refer to the announcement to be published by the Company on or around 11 June 2025 in connection with the Offer pursuant to Rule 2.7 of the City Code on Takeover and Mergers (the “**Takeover Code**”) (the “**2.7 Announcement**”).

In accordance with the Takeover Code, we hereby confirm that we have given and not withdrawn our consent to the inclusion in the 2.7 Announcement of the references to our name in the form and context in which they appear in the 2.7 Announcement.

The contents of this letter may only be relied upon by the Company in connection with the publication of the 2.7 Announcement.

Yours faithfully



For and on behalf of
Investec Bank plc