

21 May 2025

Dear Shareholder

## NOTICE OF GENERAL MEETING

Please accept this letter as notification that a notice of general meeting (the "GM Notice") of Ricardo plc (the "Company") has been published on the Company's website at [www.ricardo.com](http://www.ricardo.com), and is enclosed for holders who elected to receive a hard copy.

### GM attendance

**The Company's General Meeting ("GM") will be held at 2:15 pm on Wednesday, 18 June 2025 at the offices of Ashurst LLP, London Fruit & Wool Exchange, 1 Duval Square, London E1 6PW.**

Full details of the resolution to be considered at the GM are contained in the GM Notice and should be read alongside the Letter from the Ricardo Board before you complete your vote. Your Board does not believe that the proposed resolution is in the best interests of the Company and shareholders as a whole, and is unanimously recommending that you vote AGAINST it, as they intend to do in respect of their own shareholdings.

If you wish to attend the GM in your capacity as a shareholder, please bring this letter with you and on arrival hand it to the Company's Registrar, this will facilitate your entry to the meeting.

### Proxy voting

You will **not** receive a hard copy form of proxy for the GM in the post. Instead, you will be able to vote electronically using the link [www.ricardo-shares.com](http://www.ricardo-shares.com). You will need to log into your online account, or register if you have not previously done so. To register you will need your Investor Code, which is detailed on your share certificate or available from our Registrar, MUFG Corporate Markets (details below).

Voting by proxy prior to the GM does not affect your right to attend the GM and vote in person should you so wish. Proxy votes must be received **no later than 2:15 pm on Monday, 16 June 2025**.

If you need help with voting online, please contact our Registrar, MUFG Corporate Markets, on Tel: 0371 664 0391. 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 between 09:00 – 17:30, Monday to Friday excluding public holidays in England and Wales. Or you can email MUFG Corporate Markets at [shareholderenquiries@cm.mpms.mufg.com](mailto:shareholderenquiries@cm.mpms.mufg.com).

Thank you for your continued support as a shareholder of Ricardo plc.

Yours sincerely



**Harpreet Sagoo**  
**General Counsel and Company Secretary**

Ricardo plc

This letter has been sent to registered shareholders and to certain beneficial owners of shares who have been nominated by their registered holders of shares to enjoy information rights in accordance with section 146 of the Companies Act 2006 ("nominated persons"). **Such nominated persons are advised that, in order to vote at the forthcoming GM, they must issue an instruction to the registered holder of their shares.** The Company may only accept instructions from registered holders of its shares and it would therefore be unable to act upon any instructions received from nominated persons.