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11 June 2025

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

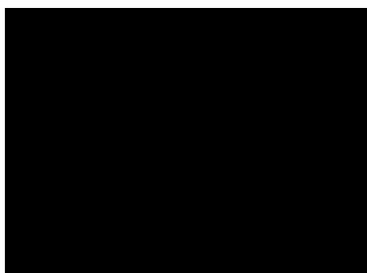
Dear Sirs and Madams,

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 Rule 2.7 announcement to be released on or around 11 June 2025 in connection with the Offer (the "**Announcement**").

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

Yours faithfully,



For and on behalf of

Gleacher Shacklock LLP