

**FORM 8.3
PUBLIC OPENING POSITION DISCLOSURE/DEALING DISCLOSURE BY
A PERSON WITH INTERESTS IN RELEVANT SECURITIES REPRESENTING 1% OR
MORE**

Rule 8.3 of the Takeover Code (the "Code")

1. KEY INFORMATION

(a)	Full name of discloser:	Barclays PLC.
(b)	Owner or controller of interest and short positions disclosed, if different from 1(a):	
(c)	Name of offeror/offeree in relation to whose relevant securities this form relates:	RICARDO PLC
(d)	If an exempt fund manager connected with an offeror/offeree, state this and specify identity of offeror/offeree:	
(e)	Date position held/dealing undertaken:	11 Sep 2025
(f)	In addition to the company in 1(c) above, is the discloser making disclosures in respect of any other party to the offer?	NO

2. POSITIONS OF THE PERSON MAKING THE DISCLOSURE

- (a) Interests and short positions in the relevant securities of the offeror or offeree to which the disclosure relates following the dealing(if any)

Class of relevant security:	25p ordinary			
	Interests		Short Positions	
	Number	(%)	Number	(%)
(1) Relevant securities owned and/or controlled:	1,247,133	2.00%	130,261	0.21%
(2) Cash-settled derivatives:	130,261	0.21%	1,247,133	2.00%
(3) Stock-settled derivatives (including options) and agreements to purchase/sell:	0	0.00%	0	0.00%
TOTAL:	1,377,394	2.21%	1,377,394	2.21%

- (b) Rights to subscribe for new securities (including directors and other executive options)

Class of relevant security in relation to which subscription right exists	
Details, including nature of the rights concerned and relevant percentages:	

3. DEALINGS (IF ANY) BY THE PERSON MAKING THE DISCLOSURE

- (a) Purchases and sales

Class of relevant security	Purchase/sale	Number of securities	Price per unit
25p ordinary	Purchase	2,369	4.2780 GBP
25p ordinary	Purchase	1,570	4.2678 GBP
25p ordinary	Purchase	861	4.2600 GBP
25p ordinary	Purchase	168	4.2641 GBP
25p ordinary	Purchase	60	4.2805 GBP
25p ordinary	Sale	302	4.2600 GBP
25p ordinary	Sale	19	4.2689 GBP

(b) Cash-settled derivative transactions

Class of relevant security	Product description	Nature of dealing	Number of reference securities	Price per unit
25p ordinary	SWAP	Decreasing Short	302	4.2598 GBP
25p ordinary	SWAP	Decreasing Short	19	4.2690 GBP
25p ordinary	SWAP	Increasing Short	861	4.2600 GBP
25p ordinary	SWAP	Increasing Short	445	4.2622 GBP
25p ordinary	SWAP	Increasing Short	46	4.2632 GBP
25p ordinary	SWAP	Increasing Short	122	4.2644 GBP
25p ordinary	SWAP	Increasing Short	2,369	4.2780 GBP
25p ordinary	SWAP	Increasing Short	60	4.2804 GBP
25p ordinary	CFD	Increasing Short	1,125	4.2703 GBP

(c) Stock-settled derivative transactions (including options)**(i) Writing, selling, purchasing or varying**

Class of relevant security	Product description	Writing, purchasing, selling, varying etc	Number of securities to which option relates	Exercise price per unit	Type	Expiry date	Option money paid/ received per unit

(ii) Exercise

Class of relevant security	Product description	Exercising/ exercised against	Number of securities	Exercise price per unit

(d) Other dealings (including subscribing for new securities)

Class of relevant security	Nature of Dealings	Details	Price per unit (if applicable)

4. OTHER INFORMATION**(a) Indemnity and other dealings arrangements**

Details of any indemnity or option arrangement, or any agreement or understanding, formal or informal, relating to relevant securities which may be an inducement to deal or refrain from dealing entered into by the exempt principal trader making the disclosure and any party to the offer or any person acting in concert with a party to the offer:
NONE

(b) Agreements, arrangements or understandings relating to options or derivatives

Details of any agreement, arrangement or understanding, formal or informal, between the person making the disclosure and any other person relating to: (i) the voting rights of any relevant securities under any option; or (ii) the voting rights of future acquisition or disposal of any relevant securities to which any derivative is referenced:
NONE

(c) Attachments

Is a Supplemental Form 8 (Open Positions) attached?	NO
Date of disclosure:	12 Sep 2025
Contact name:	Large Holdings Regulatory Operations
Telephone number:	020 3134 7213

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