

3 October 2025

Ricardo PLC
("Ricardo" or "the Company")

Application for Block Listing

The Company announces that an application has been made to the Financial Conduct Authority (the "**FCA**") and to the London Stock Exchange for a block listing of 2,297,406 new ordinary shares of 25 pence each in the Company (the "**Ordinary Shares**") to be admitted to the Official List of the FCA and to trading on the main market of the London Stock Exchange (the "**Admission**").

The Ordinary Shares will be issued from time to time in order to facilitate the satisfaction of award vestings under the following employee share plans:

- the 2021 Ricardo plc Deferred Bonus Plan (162,922 Ordinary Shares); and
- the 2020 Ricardo plc Long Term Incentive Plan (2,134,484 Ordinary Shares).

Admission is expected to become effective on 6 October 2025. When issued, the Ordinary Shares under the block listing will rank pari passu in all respects with the existing issued ordinary shares of the Company.

Enquiries

Ricardo PLC

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