

1 October 2021

THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION.

When considering what action you should take, you are recommended to seek your own personal advice immediately from your stockbroker, bank manager, solicitor, accountant or other professional adviser duly authorised under the Financial Services and Markets Act 2000 (as amended). If you have sold or transferred all of your shares in Kier Group plc, please send this document, together with any relevant accompanying documents, to the person to whom you sold or transferred your shares, or to the bank, stockbroker or other agent who arranged the sale or transfer for you.

Dear Shareholder

I am writing to inform you that the 2021 Annual Report of Kier Group plc (the 'Company') and the Notice of AGM are available online at www.kier.co.uk. The business to be conducted at the AGM is set out in pages 3 and 4 of the Notice of AGM.

AGM arrangements

The Annual General Meeting (the 'AGM' or the 'Meeting') will be held at 10.00 a.m. on Friday, 19 November 2021 at Linklaters LLP, One Silk Street, London EC2Y 8HQ. We currently anticipate that we will be able to hold the AGM in the normal way this year and shareholders will be welcome to attend the AGM in person. However, in light of the potential risks with COVID-19, we will put in place appropriate safety measures in the interests of maintaining the safety of our shareholders, colleagues and AGM support staff, as well as the public. This will include, but not be limited to, wearing face masks when moving around the venue, temperature checks and social distancing. Although the Directors will be attending in person, for safety reasons there will be limited opportunities to interact with them before and after the meeting.

In the event that the AGM arrangements need to change, the Company will issue a further communication via a regulatory information service and on our website at www.kier.co.uk/investors. Shareholders are therefore advised to check the Company's website for any changes to arrangements.

Voting

All votes are important to us and I encourage you to submit your voting instructions as early as possible. You can submit your voting instructions in the following ways:

- › online via our registrar's website at www.signalshares.com. You will need your investor code to submit your vote.
- › by completing the enclosed proxy form and returning it to our registrars in the pre-paid envelope (for shareholders in the UK), or returning it to Link Group, 10th Floor, Central Square, 29 Wellington Street, Leeds, LS1 4DL, United Kingdom (for shareholders outside the UK)
- › via the CREST electronic proxy appointment service (for CREST members)

To be valid, your completed form of proxy or online instruction must have been received by 10.00 a.m. on Wednesday, 17 November 2021.

The results of the voting will be announced via the Regulatory News Service and published on our website as soon as possible after the conclusion of the AGM.

Recommendation

The Directors of the Company consider that all the resolutions contained in the notice of the AGM are in the best interests of the Company and its shareholders as a whole and recommend that you vote in favour of each of them, as they intend to do in respect of their beneficial shareholdings.

I would like to thank you, on behalf of the Board of Directors, for your continued support.

Yours faithfully

MATTHEW LESTER

Chairman

Kier Group plc