



The 2026 Annual Report and Accounts of Kier Group plc (the 'Company') and the Notice of AGM are available online in the Investors section of our website, www.kier.co.uk.

The Kier Group plc AGM will be held at 10.00 a.m. on Thursday, 12 November 2026 at Ashurst Perkins Coie UK LLP, London Fruit & Wool Exchange, 1 Duval Square, London, E1 6PW. Details of the resolutions to be proposed at the AGM are set out on pages 3 to 5 of the Notice of AGM. An explanation of all the resolutions can be found on pages 6 to 9 of the Notice of AGM.

Lodging your vote

You can submit your voting instructions in the following ways:

- electronically, by logging in to your Shareview Portfolio at Equiniti's Shareview website, www.shareview.co.uk. To register for a Shareview Portfolio, go to www.shareview.co.uk and enter the requested information;
- by completing the Form of Proxy and returning it to our Registrar using the Freepost address on the back of the Form of Proxy, if you are posting from outside the UK, please return the completed Form of Proxy in an envelope with the correct postage to Equiniti Limited, Highdown House, Yeoman Way, Worthing, West Sussex, BN99 6DA, United Kingdom;
- for CREST members, via the CREST electronic proxy appointment service; or
- for institutional investors, via the Proxymity platform at www.proxymity.io.

To be valid, your completed Form of Proxy or electronic instruction must be received by our Registrar, Equiniti, no later than 10.00 a.m. on Tuesday, 10 November 2026.

Shareholders are invited to contact the Company Secretariat with any questions related to the AGM via cossec@kier.co.uk.

Shareholder Reference Number:

The Kier Group plc AGM will be held at 10.00 a.m. on Thursday, 12 November 2026 at Ashurst Perkins Coie UK LLP, London Fruit & Wool Exchange, 1 Duval Square, London, E1 6PW. Registration will commence at 9.30 a.m.

If you plan to attend the Meeting, please bring this card with you. It shows that you are entitled to attend and vote at the AGM, and will speed up your admission to the Meeting.

Please refer to the Notice of AGM for further information on the arrangements for the Meeting.

Form of Proxy – Kier Group plc

2026 Annual General Meeting (the 'AGM' or the 'Meeting')

The Kier Group plc AGM will be held at 10.00 a.m. on Thursday, 12 November 2026 at Ashurst Perkins Coie UK LLP, London Fruit & Wool Exchange, 1 Duval Square, London, E1 6PW. Registration will commence at 9.30 a.m.

The 2026 Notice of AGM is available in the Investors section of our website, www.kier.co.uk. Please refer to the Notice of AGM (which contains the full text of the resolutions and explanatory notes) for guidance on how to complete this Form of Proxy.

You may vote or provide your voting instructions to the Chair of the Meeting at www.shareview.co.uk instead of using this form. You will need your Shareholder Reference Number (provided below) to vote electronically. To be valid, all voting instructions must be received by our Registrar, Equiniti, no later than 10.00 a.m. on Tuesday, 10 November 2026.

Shareholder Reference Number:

I/We hereby appoint the Chair of the Meeting or the following person

Name of proxy

No. of shares (if less than your full shareholding)

as my/our proxy, to exercise all or any of my/our rights to attend, speak and vote on my/our behalf at the Annual General Meeting of Kier Group plc to be held at 10.00 a.m. on Thursday, 12 November 2026 at Ashurst Perkins Coie UK LLP, London Fruit & Wool Exchange, 1 Duval Square, London, E1 6PW and at any adjournment thereof.

Please indicate below by inserting 'X' in the appropriate box the way in which your proxy is to vote. If you do not do so, your proxy can vote as they choose or can decide not to vote at all. The 'withheld' option is provided to enable you to instruct your proxy not to vote on any particular resolution. It should be noted that a vote withheld in this way is not a vote in law and will not be counted in the calculation of the proportion of the votes 'For' and 'Against' a resolution. For any business arising at the Annual General Meeting (including any procedural business and any resolution to adjourn), your proxy will vote at their sole discretion.

Resolutions 1 to 16 will be proposed as ordinary resolutions. Resolutions 17 to 21 will be proposed as special resolutions.			For	Against	Withheld				For	Against	Withheld
1.	To receive the Annual Report and Accounts for the year ended 30 June 2026		☐	☐	☐	12.	To re-elect Clive Watson as a Director of the Company		☐	☐	☐
2.	To approve the Directors' Remuneration Policy		☐	☐	☐	13.	To re-appoint PricewaterhouseCoopers LLP as the auditor		☐	☐	☐
3.	To approve the Directors' Remuneration report for the year ended 30 June 2026		☐	☐	☐	14.	To authorise the Risk Management and Audit Committee to agree the remuneration of the auditor		☐	☐	☐
4.	To declare a final dividend for the year ended 30 June 2026		☐	☐	☐	15.	To authorise political donations		☐	☐	☐
5.	To elect Tom Hinton as a Director of the Company		☐	☐	☐	16.	To renew the Directors' authority to allot shares		☐	☐	☐
6.	To re-elect Alison Atkinson as a Director of the Company		☐	☐	☐	17.	To renew the Directors' authority to disapply pre-emption rights (general)		☐	☐	☐
7.	To re-elect Anne Baldock as a Director of the Company		☐	☐	☐	18.	To renew the Directors' authority to disapply pre-emption rights (acquisition or specified capital investment)		☐	☐	☐
8.	To re-elect Chris Browne OBE as a Director of the Company		☐	☐	☐	19.	To authorise the Company to make market purchases of the Company's ordinary shares of 1p each		☐	☐	☐
9.	To re-elect Matthew Lester as a Director of the Company		☐	☐	☐	20.	To allow meetings other than annual general meetings to be called on not less than 14 clear days' notice		☐	☐	☐
10.	To re-elect Mohammed Saddiq as a Director of the Company		☐	☐	☐	21.	To approve the adoption of the new Articles of Association		☐	☐	☐
11.	To re-elect Stuart Togwell as a Director of the Company		☐	☐	☐						

Signature
(see note 1)

Date

Shareholders should send this Form of Proxy to the Company's Registrar, Equiniti, at: Highdown House, Yeoman Way, Worthing, West Sussex, BN99 6DA, United Kingdom.

Notes

- This Form of Proxy must be signed and dated by the appointer or his/her attorney duly authorised in writing or, if the appointer is a corporation, it must be executed under its common seal or be signed by an officer or attorney duly authorised by the corporation.
- Any alterations made to this Form of Proxy should be initialled.

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