



Capital Markets Day

3 June 2025



Marylebone Square

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Certain information in this presentation has been extracted from the announcement of HY25 interim results made by the Company on 11 March 2025 and this presentation is not a substitute for reading that announcement in full.



Welcome

Andrew Davies
Chief Executive



HMP Millsike

Our team

Experienced leadership team focused on execution



Andrew Davies *
Chief Executive Officer



Simon Kesterton *
Chief Financial Officer



Louisa Finlay *
Chief People Officer



Sophie Timms
Corporate Affairs Director



Stephen Milne
General Counsel



Stuart Togwell *
Group Managing Director
Construction



Leigh Thomas *
Group Managing Director
Property



Andrew Bradshaw *
Group Managing Director
Natural Resources, Nuclear
& Networks



Joe Incutti *
Group Managing Director
Transportation



Rory Elliott
Corporate Development
Director

Agenda

14.00

Welcome

14.05 – 14.20

Our investment case

Andrew Davies, Chief Executive Officer

14.20 – 14.30

Our sustainable growth plan

Simon Kesterton, Chief Financial Officer

14.30 – 16.20

Stand presentations (detail on right)

16.20 – 16.30

Final remarks and Q&A

16.30 – 18.00

Drinks

Stand presentations

1. Construction

Stuart Togwell
Group Managing Director

2. Transportation

Joe Incutti
Group Managing Director

3. Natural Resources, Nuclear & Networks

Andrew Bradshaw
Group Managing Director

4. Property

Leigh Thomas
Group Managing Director

5. Sustainable Growth+

Louisa Finlay
Chief People Officer

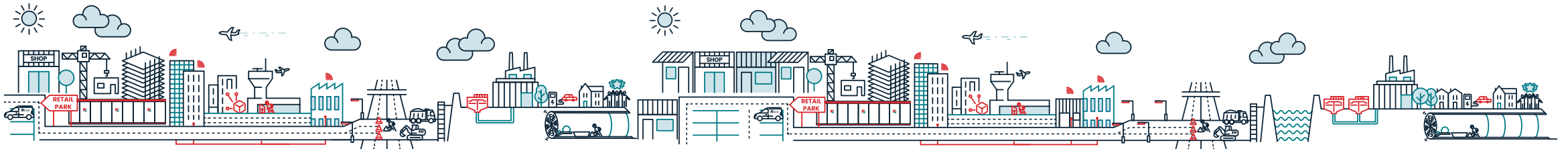
Today's objectives

- **Outline our investment case:**

why we feel Kier represents a **unique and compelling investment proposition**

- **Meet our executive management team:**

understand how our **services, complementary capabilities** and **operational strength**, through our **integrated 360 approach**, drive our sustainable growth plan, at superior margins



Current trading

The Group continued to trade well and in line with the Board’s expectations in the period to 30 April 2025.

Order Book

- The order book as at 30 April 2025 was c.£11bn, a **c.2% increase** on the year-end position (30 June 2024: £10.8bn).
- The Group has **secured revenue of c.80% for FY26**, providing a high degree of visibility. Long-term framework positions are excluded from the order book and represent an additional opportunity.
- Bidding discipline and risk management embedded across the business has driven a higher quality order book, which combined with the recapitalisation of our property business **has led us to increase our operating profit margin target to 4.0%–4.5%.**

Recent awards include:

Construction	Transportation	NRNN	Property
<ul style="list-style-type: none">■ PCSA from University of Warwick to design and build STEM facilities■ Two education projects worth c. £180m	A one-year extension by Shropshire County Council for the maintenance of local highways	<ul style="list-style-type: none">■ 5-year renewal of the Anglian Water IOS Alliance worth up to £400m■ £21m upgrade to Worcester sewage treatment works	Planning permission for £200m Bishop’s Stortford station redevelopment (Network Rail JV)

Who we are

The largest supplier to the UK government of infrastructure services, together with key construction and property development projects



c.10,000
employees



400+
live projects
across the UK



Strategic supplier
to UK government



£158bn
value of long-term
frameworks on which
we have a position



123
framework
positions



80%
employee
engagement

Key financials

- FY24 revenue: £4.0bn
- FY24 adj. operating profit FY24: £150m
- Order book £11bn (December 2024)
- Average order size: c.£20m
- Net cash: £58m (December 2024)
- Average month-end net debt: £(38)m (December 2024)

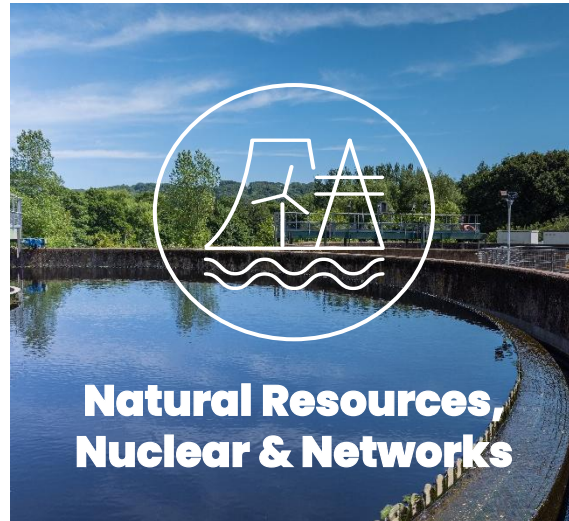
Our business model

Strong cashflow generation allows disciplined investment of cash



Delivers public and private sector projects for:

- Education
- Healthcare
- Justice & Borders
- Defence
- Commercial
- Housing Maintenance
- Facilities Management



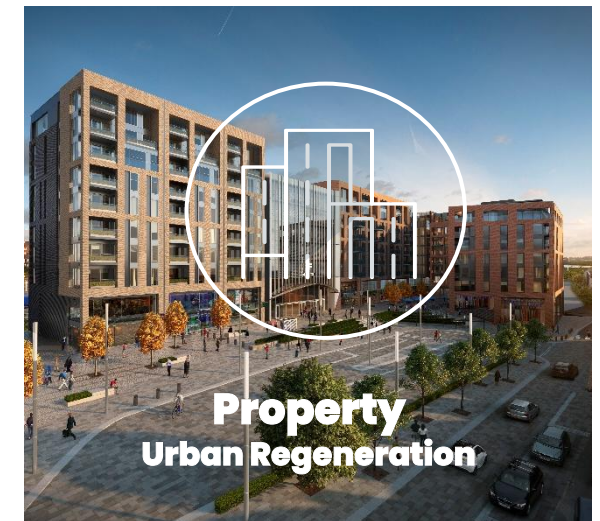
Repairs, maintains and delivers capital works for:

- Water
- Nuclear
- Energy



Designs, builds and maintains for:

- National Highways
- Local Authorities
- HS2
- Rail
- Aviation
- Ports



Invests and develops sites:

- Partnership housing
- Property

Enhancing returns

Free cashflow generation



Our investment case

Andrew Davies
Chief Executive



19 Cornwall Street

Our investment case



Value accretive earnings-led business model

Delivering sustainably
stronger returns



Attractive market positions

Focused on UK Infrastructure
Services and Construction,
aligned to Government's
priorities



Strong order book

Underpinned by long-term
contracts and framework
agreements

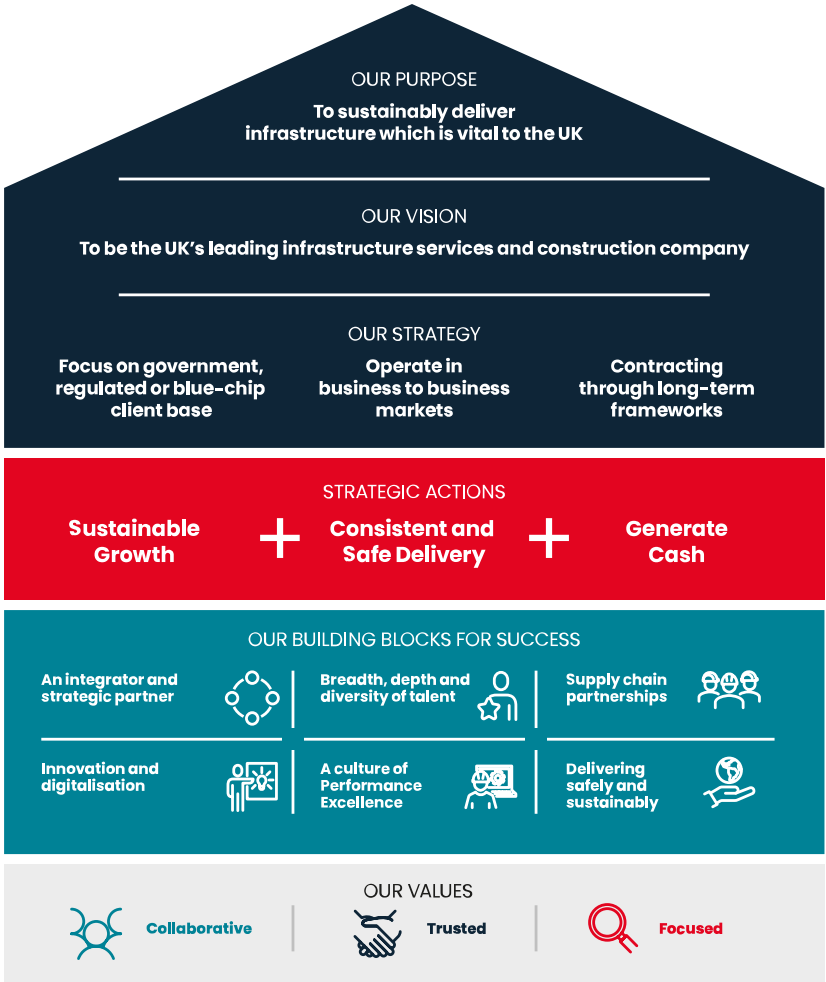


Experienced management team

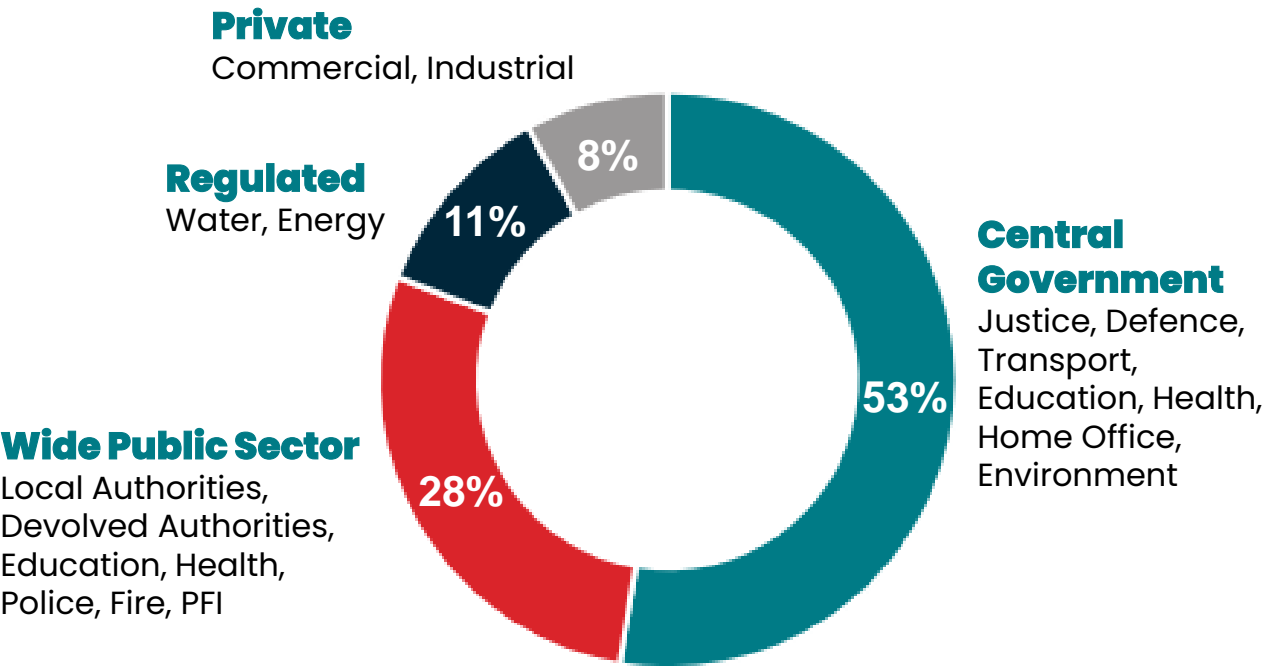
Proven track record
of operational and financial
delivery

Our strategy

Leveraging our attractive market positions to sustainably deliver infrastructure vital to the UK



Revenue by customer
(over 90% Public/Regulated)



We operate on **45** national and **78** regional frameworks

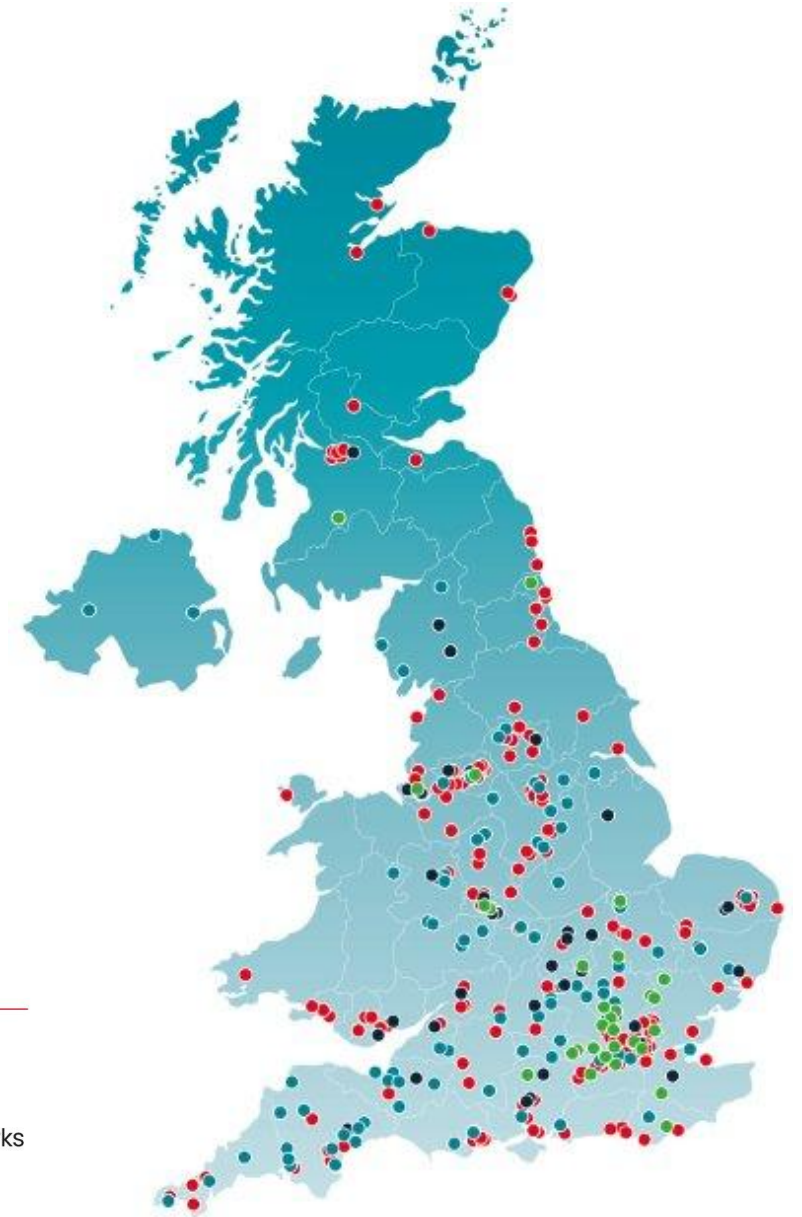
Unique regional footprint

National capability and local execution through wide regional presence

- **Regional presence** across the UK with network of offices
- **400 +** national and local projects
- Customer relationships with central **government and regional and local authorities**
- Business supported by over **16,000 supplier chain partners**

Key

- Construction
- Transportation
- Natural Resources, Nuclear & Networks
- Property



Map is for illustrative purposes only

Our impact

Committed to delivering infrastructure vital to the UK, adding value to the communities we operate in

Maintain over
21,000km
of local authority
and strategic
roads

Delivering over
80km
of HS2 Phase
One

16 healthcare and
16 education projects
completed
in FY24

Laid
102km
of electricity
cable since Jan
2023

Four major reservoir
upgrades for
Canal & River Trust,
totalling more than
**3.5m m³ of
water**

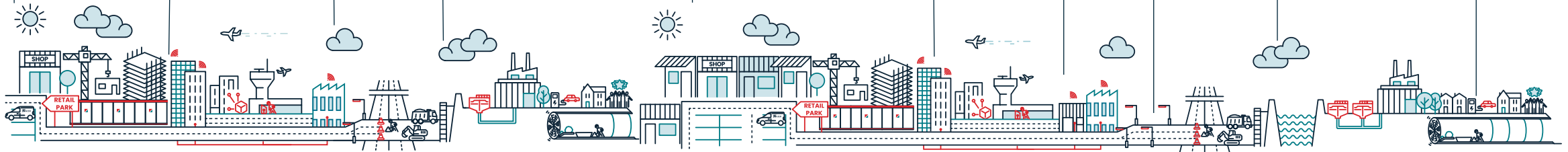
£3bn GDV pipeline
of opportunities
available to Property
joint ventures

69% of
revenue derived
from green
products and
services

£1.4bn spent
with SMEs/VCSEs
in FY24

Offered **41**
prison leavers
employment
in FY24

Delivering housing
maintenance to
more than
**98,000
properties**



Our integrated 360 approach

Growth driven by synergies, through key interconnected capabilities across our businesses

Synergies

Customer reach	Multiple touch points, with customers served by more than one business
Purchasing power	Scale advantage delivering benefits through Group-wide purchasing
Sustainability model	Sustainability culture embedded throughout the Group
Shared services	Scale efficiencies and expert capabilities, through shared services
Financial	Reinvestment of working capital inflows to enhance returns

Capabilities



Macro environment

Economic and political factors provide supportive environment for growth

Economic, Regulatory and Political Landscape

A move away from **globalisation**, as well as a need for increased **productivity and growth**, driving political and economic decision-making.

Economic and political factors driving long-term growth

Population growth	Economic growth	Congested transport	Ageing infrastructure	Geographic imbalance	Climate change
Longevity and net migration adding pressure on health, social care and housing	Construction historically used to stimulate economy and counter weak economic growth	Impact on roads, rail and airports through population growth and increased travel	Age of asset base and environmental regulations driving maintenance and upgrade programmes	Efforts to increase spending and regeneration to narrow the UK's regional inequality	Energy security and net zero commitments driving domestic investment

Government agenda vs our abilities

Well-placed to support government priorities

Government priorities



Kickstart economic growth



10-year Infrastructure Strategy



Take back our streets



Break down barriers to opportunity



Build an NHS fit for the future



Procurement planning and devolution



Making Britain a clean energy superpower



Housing and regeneration



Defence readiness to deter the growing UK threats

Our abilities

We operate on 123 frameworks regionally and nationally across economic and social infrastructure

Experience on strategic frameworks across economic and social infrastructure

Key strategic partner delivering prison expansion and refurbishment

Connecting communities, improving schools and creating jobs and apprenticeships

Experienced delivery of major hospital projects and community healthcare facilities

Value-add approach to procurement

Delivering warm homes and supporting decarbonisation
New nuclear build expertise and supporting new technologies

Public sector partnerships to deliver affordable housing and regenerate public spaces

Expertise and framework positioning to support defence estate optimisation and defence nuclear infrastructure

Plan for Change

Milestones for Mission-Led Government

[Strong Foundations](#)

[Kickstarting Economic Growth](#)

[An NHS Fit for the Future](#)

[Safer Streets](#)

[Break Down Barriers to Opportunity](#)

[Make Britain a Clean Energy Superpower](#)

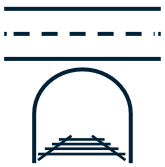


UK Government and regulated industry priorities

10-year economic, social infrastructure and housing strategy (June) will supplement existing spend

Infrastructure Services

Transportation and Natural Resources, Nuclear & Networks – 52% of Revenue (H1 25)



Roads and Rail

£4.8bn in 2025 ahead of Road Investment Strategy 3 (RIS3)

£8.3bn fund for potholes and other highways maintenance

£43bn committed over 5 years for CP7 rail network

Government support for HS2



Water and Environment

Water England/Wales – AMP8 **£104bn** to 2030

NI Water **£4bn** to 2027

Strategic water storage and transfer **£24bn**

Flood defences: **£1.3bn** for 34 flood defence projects



Energy

UK leading net-zero pledge and plan to **make the UK a green energy superpower**

£100bn investment in UK energy security by 2030⁽¹⁾

Greener buildings, public transport and **carbon capture**

Great British Energy: **£8.3bn**

UK Government spending commitments

Focused on schools, hospitals, housing, prisons and defence

Construction & Property 48% of Revenue (H1 25)



Education

DfE – launched CF25 Framework worth up to **£15.4bn** – 6 years from January 2026

DfE – **431 schools** to 2030 (c.90 pa)

Local authority schools to support New Towns/ housing growth



Healthcare

New Hospital Programme estimated at **£3bn/year** ~£600m each

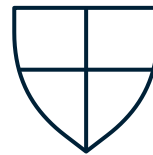
NHS Trusts (BAU) **£1bn visible pipeline**



Justice & Borders

Total prison population: 85,900 and at 99% capacity (adult male prisons). **Male Cat B and C prisons needed.**

Capital maintenance a priority with opportunities up to c.**£2.8bn over next 5 years**



Defence

Government commitment to spend **3.0% of GDP** (up from 2.3%) on defence

£5.1bn Defence Estate Optimisation Programme

Single Living Accommodation alliance to build **16,000 new bedspaces** for armed forces



Housing Maintenance

Retrofitting and maintenance of public housing particularly **in high density urban areas**



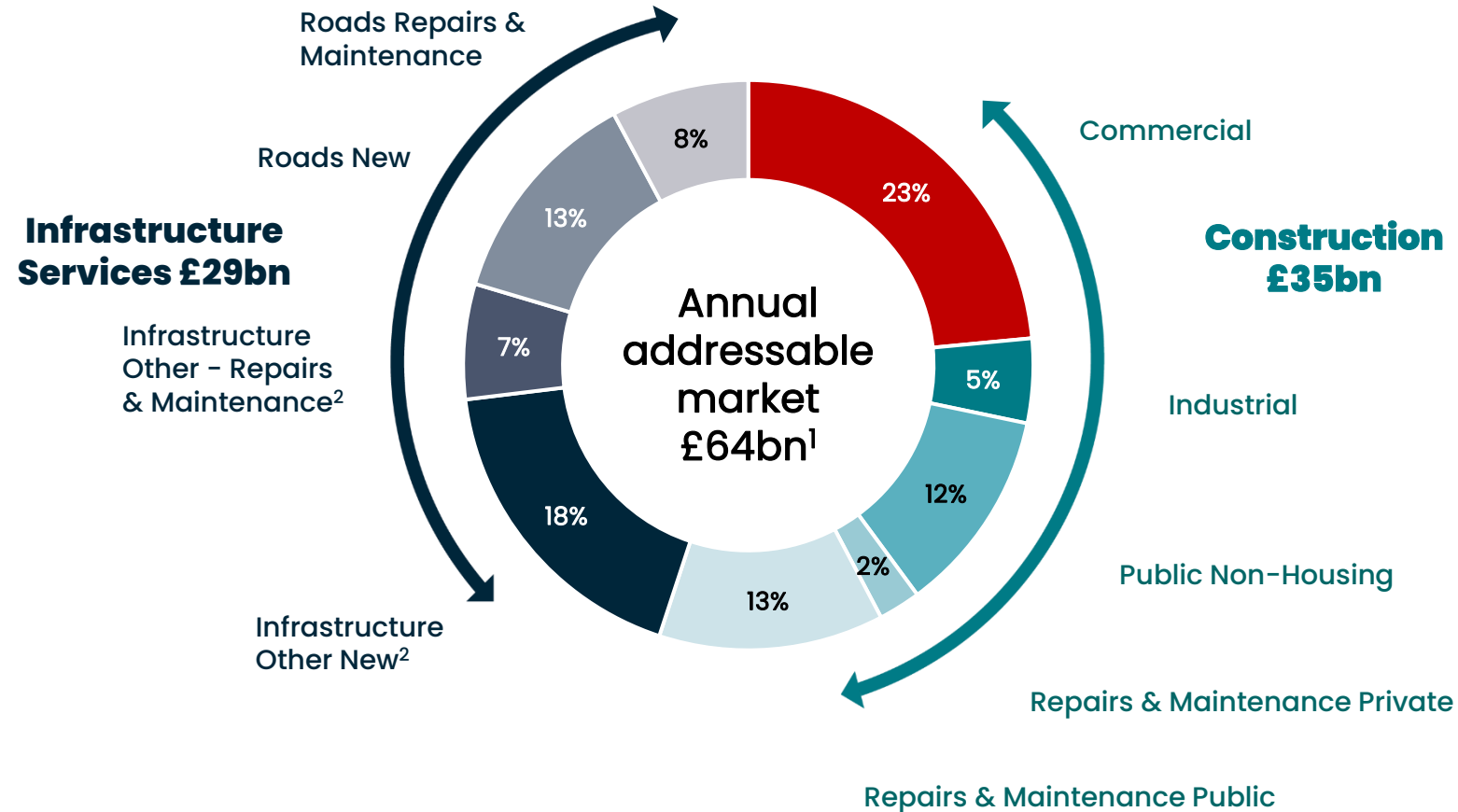
Urban Regeneration

Geographic redistribution and regeneration – including **100 new towns** submitted for consideration

20,000 homes, along with new schools and health facilities and an ambition to unblock **700,000 homes across 350 sites**

Our addressable market

Significant addressable market opportunity across our core sectors



- Total Group **framework awards: £158bn** covering on average 3-4 years
- Over **60%** of our FY24 revenue derived from projects delivered under framework agreements
- **60%** of revenue under cost reimbursable contracts (balance/40% mitigated by two stage process)
- Average contract size **£20m**



Our sustainable growth plan

Simon Kesterton
Chief Financial Officer



Moors at Arne

Long-term sustainable growth plan

Long-term targets to drive shareholder value and superior margins



Construction



Natural
Resources,
Nuclear &
Networks



Transportation



Property

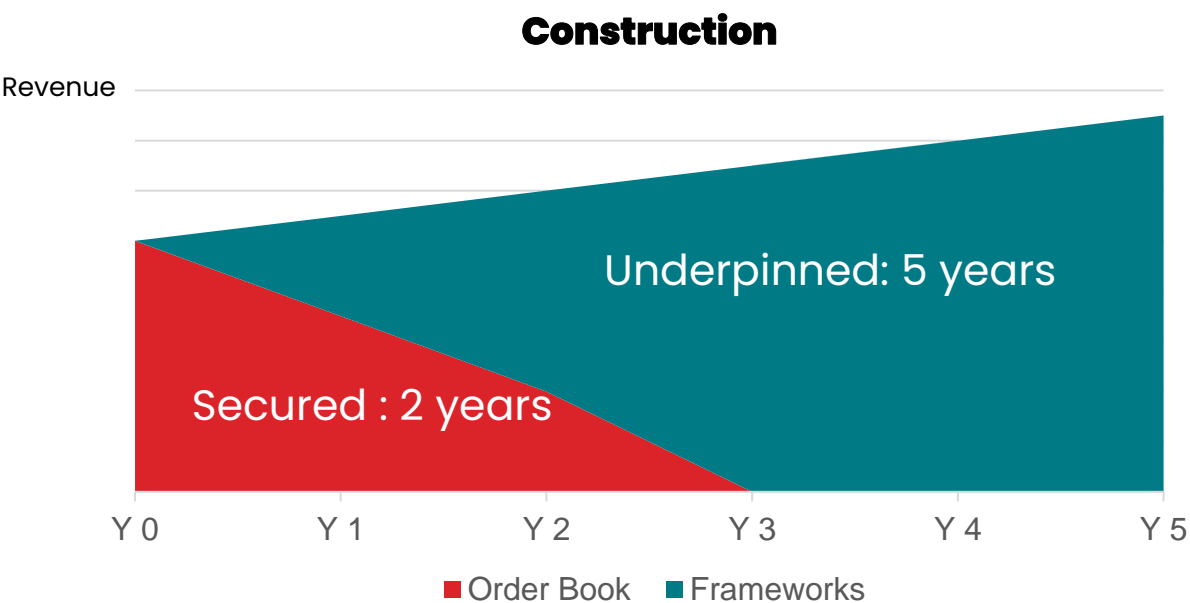
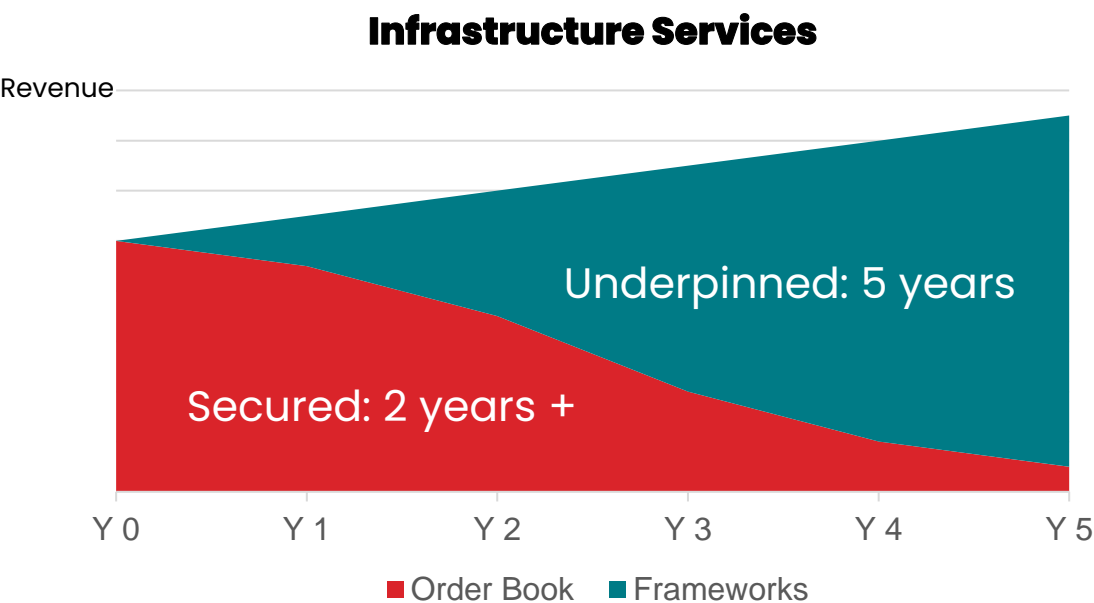


- **Revenue:** GDP + through the cycle
- Adjusted operating **margin target: 4.0–4.5%**
- **Cashflow conversion** of operating profit **c.90%**
- Balance sheet: **average net cash** position with investment of surplus cash
- Sustainable **dividend** policy: **c.3x cover through the cycle**

Growth underpinned by order book and frameworks

Order book of **£11bn** provides clear multi-year revenue visibility

- Over **80%** of **FY26** and **50% of FY27** revenue secured, via committed orders
- Longer term, revenue growth underpinned by **£158bn*** of framework positions



Framework positions

Maintaining and growing central and local framework positions

- Awarded places on long-term frameworks and contracts worth up to **£158bn***
- Supports **long-term revenue growth streams**, underpinning strong order book
- Provides **barriers to entry** and strengthens customer relationships

Infrastructure Services

- 12 national framework positions
- 41 regional framework positions
- Typical durations 4+ years
- Total advertised value circa:

£31bn

Construction

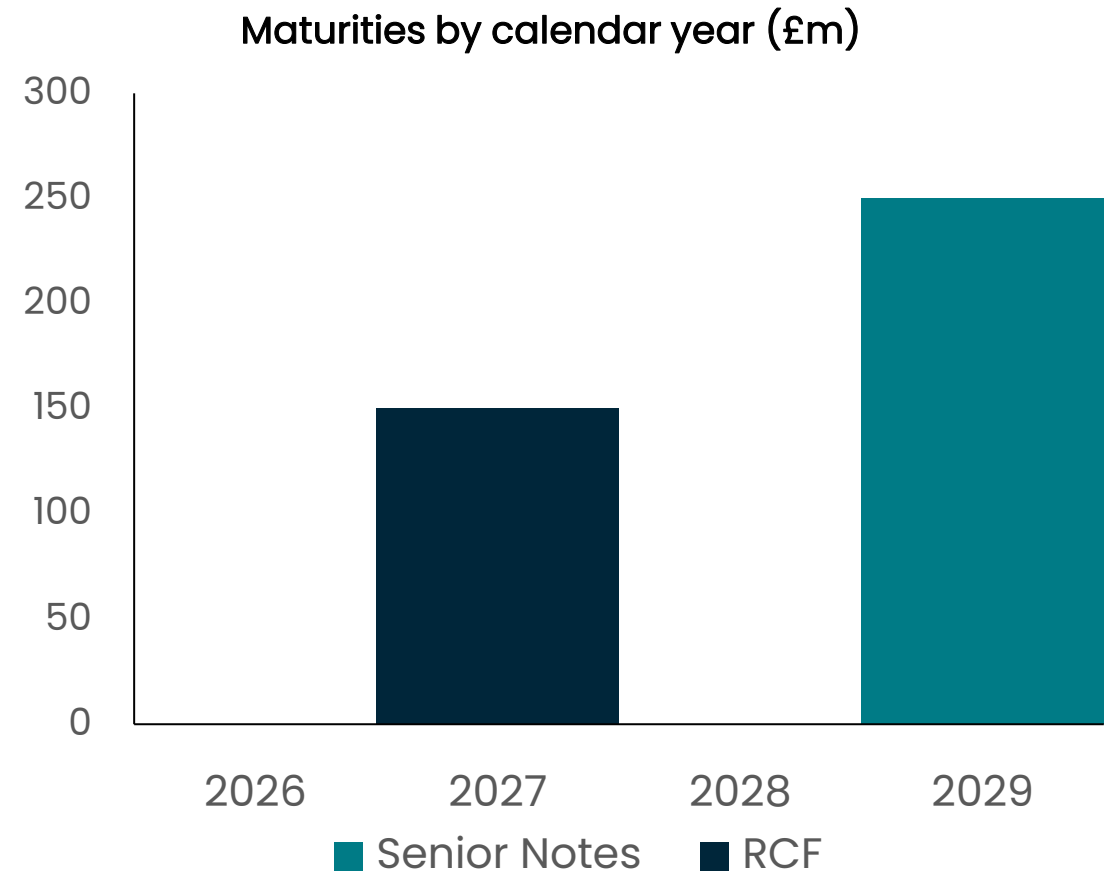
- 33 national framework positions
- 37 regional framework positions
- Typical framework duration 4 years; average of 2 years remaining
- Total advertised value circa:

£127bn

Financing and liquidity

Unique access to capital debt markets, provides further support for growth strategy

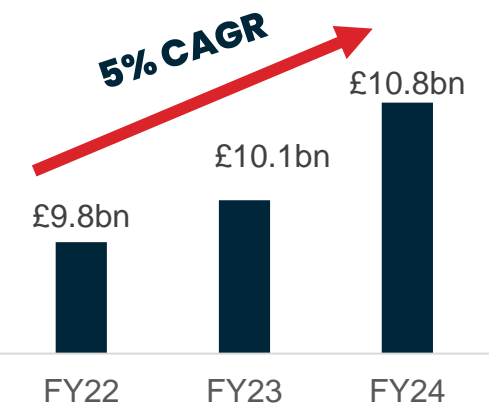
- **£400m** of facilities in place:
 - £250m Senior Loan Notes due February 2029
 - £150m RCF to March 2027



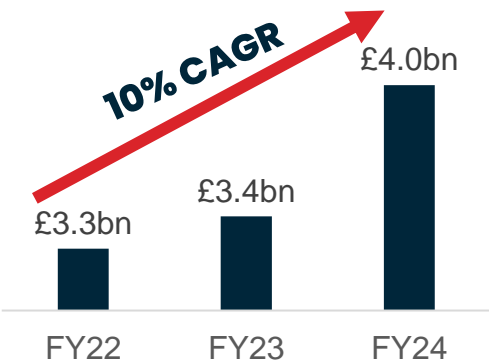
Track record of delivery

Significant progression in operational delivery reflected in results

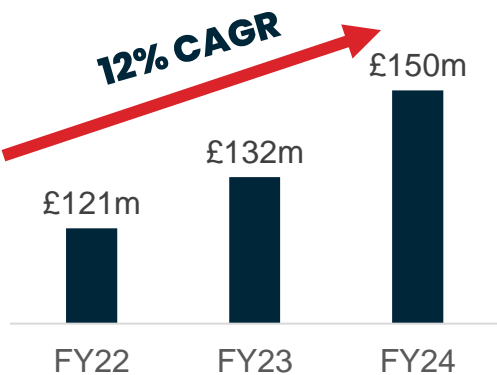
Order book



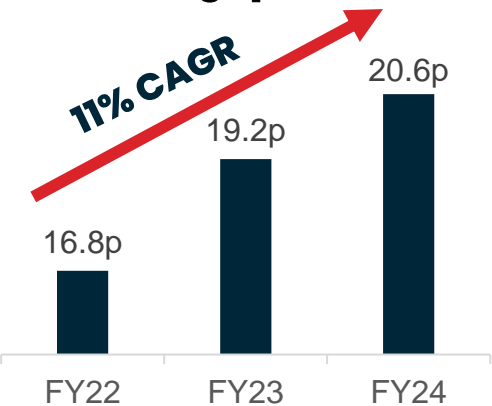
Revenue



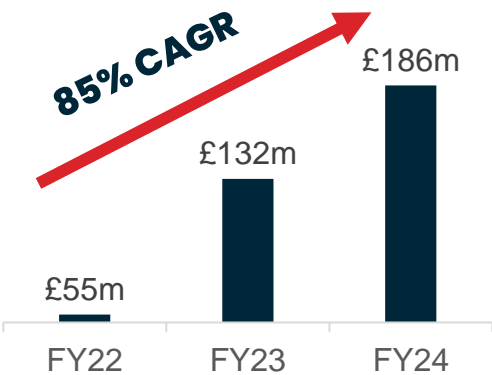
Adjusted operating profit



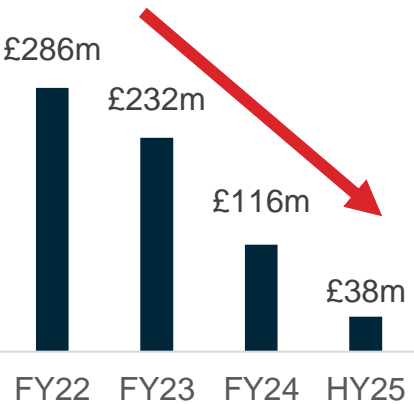
Earnings per share



Free cashflow



Av. month-end net debt



Capital allocation

Recurring cashflow and efficient use of balance sheet provide opportunities to create value through focused capital allocation

Capital allocation

1

Capex

- Ongoing investment to support the business

2

Ordinary dividend

- Progressive policy increasing through earnings growth
- Targeting dividend cover of c.3x through the cycle

3

Investment in Property

- Disciplined investment in Property business with up to £225m capital employed
- Targeting ROCE of c.15%

4

Acquisitions

- Group will consider value accretive acquisitions in core markets
- Disciplined approach to valuation

5

Incremental shareholder returns

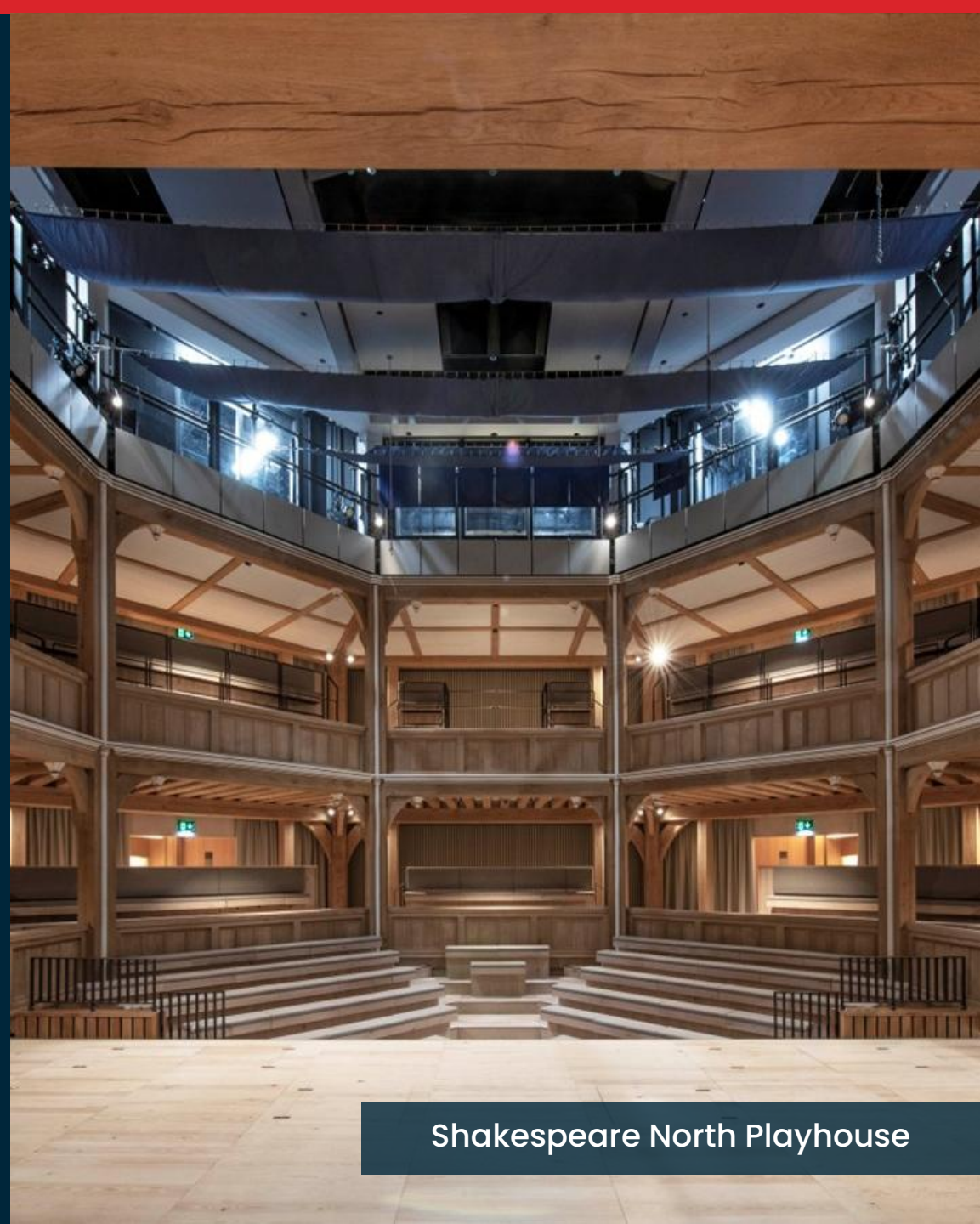
- Initial £20m share buy-back commenced January 2025¹

While maintaining a strong balance sheet, targeting a sustainable average month-end net cash position



Summary

Andrew Davies
Chief Executive



Shakespeare North Playhouse

Summary



1

Industry-leading profitability: **4.0%-4.5% margin** (AOP)



2

Multi-year revenue visibility, through strong order book: **£11bn** and **£158bn of framework** positions



3

Superior returns through investment in Property business



4

Experienced management team, with track record of delivery



Final remarks

Andrew Davies
Chief Executive



Keighley Marley

Summary



1

Industry-leading profitability: **4.0%-4.5% margin** (AOP)



2

Multi-year revenue visibility, through strong order book: **£11bn** and **£158bn of framework** positions



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Superior returns through investment in Property business



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Experienced management team, with track record of delivery



Q&A





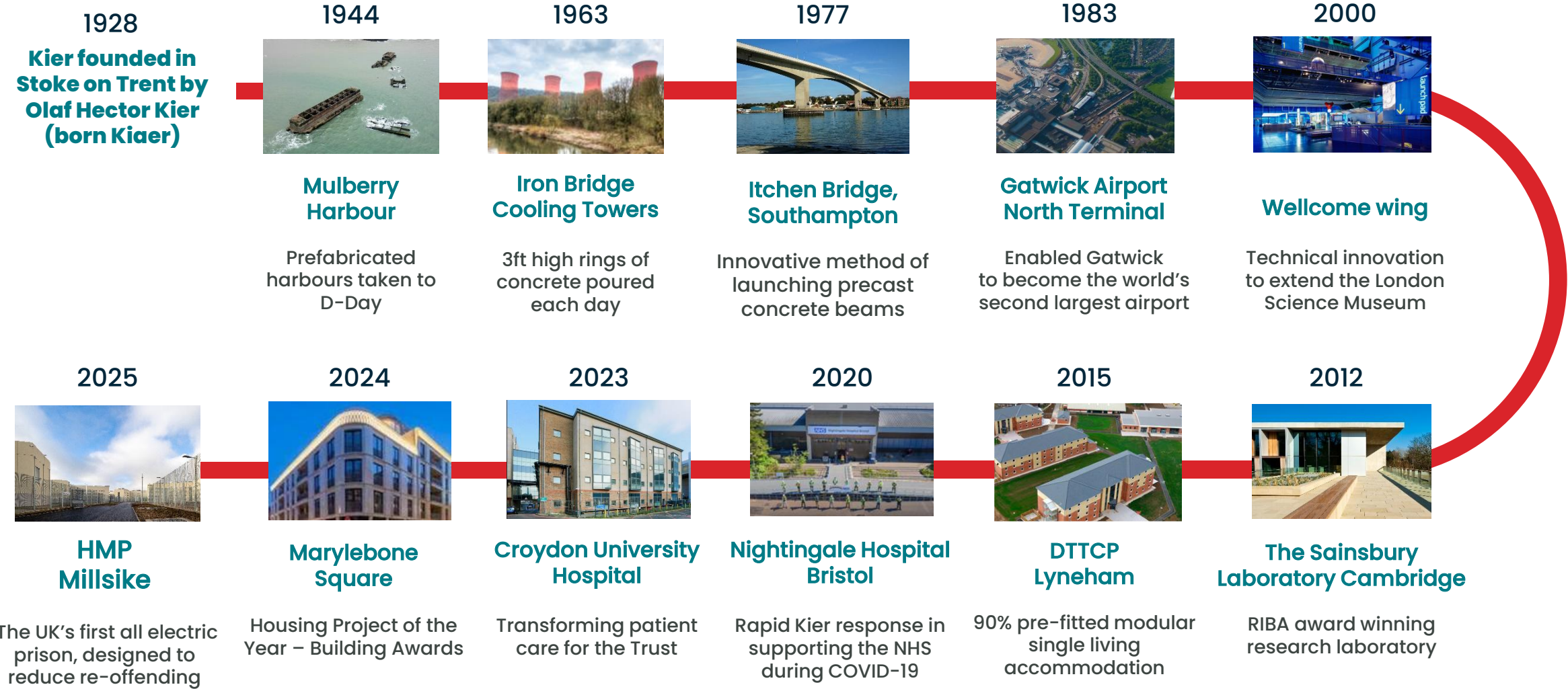
Construction

Stuart Togwell
Group Managing Director



Mulberry Dock Academy

A history of continued excellence



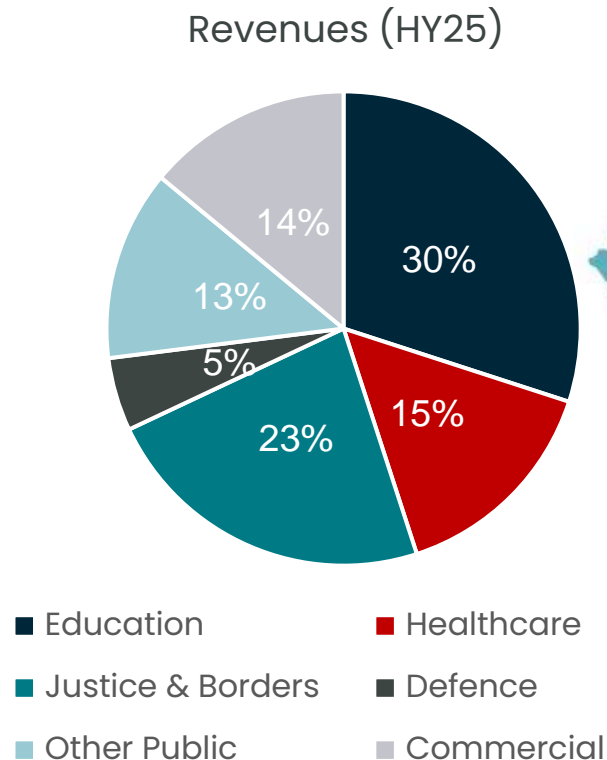
Introduction

We build:

- **One of the largest regional based builders**
Delivering over **200** projects
- **Breadth of capability**
From smaller works to £680m+ projects delivered by our Strategic Projects team
- **Technical expertise**
Dedicated mechanical & electrical services using the latest MMC
- **Net promoter score**
Industry-leading score of +59 (industry standard is +50)

We maintain:

- Facilities Management services provided to more than 5,500 buildings
- Delivering Housing Maintenance to more than 98,000 homes



We work for:

- Department for Education
- Ministry of Justice
- Department of Health & Social Care
- Crown Commercial Service
- Heathrow Airport Limited
- Derwent, Stanhope and M&G
- Ministry of Defence

>70% contracts won with client worked with in the last 5 years

Across 8 sectors:

- Education
- Justice & Borders
- Healthcare
- Defence
- Science & Technology
- Commercial
- Central & Local Government

A proven track record



Education

266

Education projects completed in the last six years



Healthcare

151

Healthcare projects completed in the last six years



Justice & Borders

17

T60 houseblocks delivered for the MoJ



Defence

Appointed to **£5.1bn**

Defence Estate Optimisation Portfolio



Private Sector

689,613

sq ft of London commercial space delivered since July 23



Facilities Management

Facilities Management services provided to more than

5,500

buildings



Housing Maintenance

Delivering Housing Maintenance to more than **98,000** buildings



Strategic Projects

Delivering the

£683.8m

HMP Glasgow

Long term relationships built on trust



Working together for
14 Years



Department
for Education

Working together for
23 Years



Department
of Health &
Social Care

Working together for
20 Years



Crown
Commercial
Service

Working together for
6 Years



Working together for
16 Years



Adeiladu GIG i Gymru
NHS Building for Wales

Working together for
14 Years



Working together for
16 Years



Working together for
5 Years

Order book and pipeline



Strong order book and pipeline of **£4.5bn**



Underpinned by **33** national and **37** regional framework positions



Access to frameworks worth a total advertised value of c. **£127bn**, on a two-stage basis



TIDE Bankside

Discipline at scale

- Stand-out delivery model with a network of **regional delivery** hubs – we can flex to suit client demand
- **On-the-ground expertise** combined with **robust national functional** support, guidance and governance
- A leadership team with exceptional industry experience
- De-risking through **two-stage procurement processes**, ensuring a predictable pipeline of work



How do we maintain our position as a leading contractor?



1. Innovation through digital

Digital

- Our **award-winning** digital experts help clients optimise the design, delivery and promotion of their assets
- Cover the whole spectrum: individual buildings to a whole-estate approach
- Investment in cutting-edge digital twin solutions providing real-time insights that help clients:
 - optimise performance
 - drive efficiency
 - maximise value from day one through to maintenance and operation



2. Leaving lasting legacies

Social Value

- Factored into everything we do
- In FY24 we delivered social value worth **£1.48bn**
- 2,876 hours spent on community volunteering
- **12,043** apprentice weeks delivered, and **441** apprenticeship opportunities created
 - A **platinum member** of the Government's 5% Club
- **29** offers of employment for prison leavers and **44** prisoners released on temporary licence at HMP Millsike
- Rolling out industry-training to support response to the Building Safety Regime



3. Forefront of energy resilience

Decarbonisation

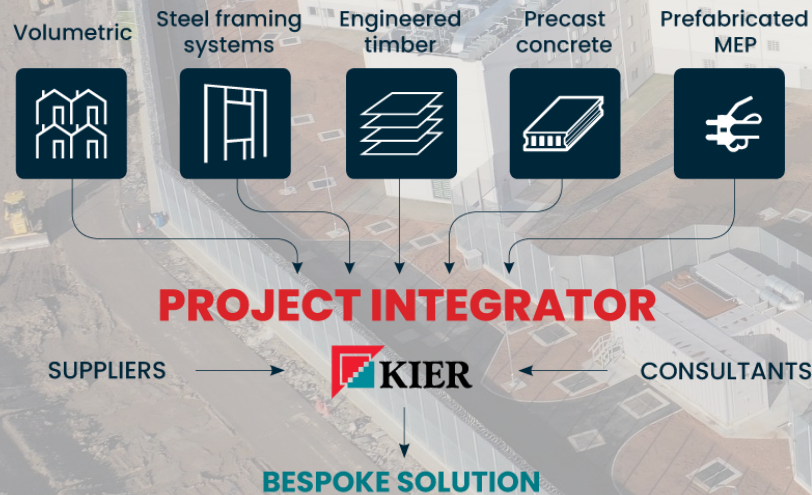
- Working with clients across the project lifecycle to provide effective carbon solutions
- Holistic 'design and build' retrofit services
- **71.5%** carbon reduction by 2030
- **100%** renewable energy use by 2030
- Net zero scope 3 by 2045



4. Surpassing our clients' needs

Industrialisation

- Modern Methods of Construction (MMC) solutions, delivering optimal client results
- Standardisation of design and components = **better repeatability, quality and performance**
- Project integrator – Choice Factory



5. The sum of our parts – breadth of services across Group



Kier Construction – summary



1

Market-leading position in construction. We **build** as a trusted partner to government and blue-chip clients and **maintain** public sector properties and housing



2

Strong order book and pipeline of **£4.5bn** and access to **£127bn frameworks**, procured predominantly on a two-stage basis



3

Regional build model enables **discipline at scale**, covering a varied portfolio of work across the country



4

Continuous innovation and solutions-driven

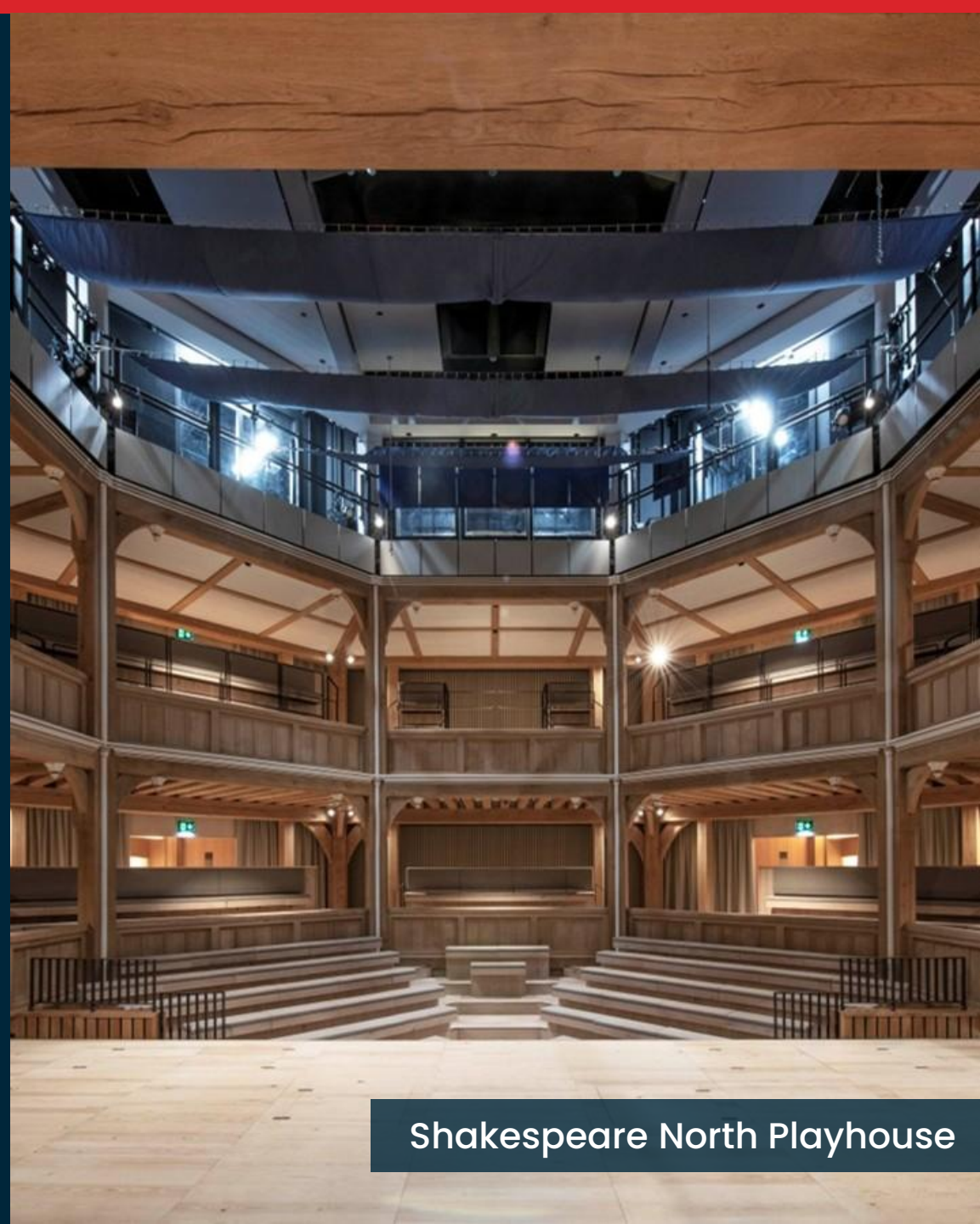


5

Our integrated **360** approach



Q&A



Shakespeare North Playhouse



Transportation

Joe Incutti

Group Managing Director



A417

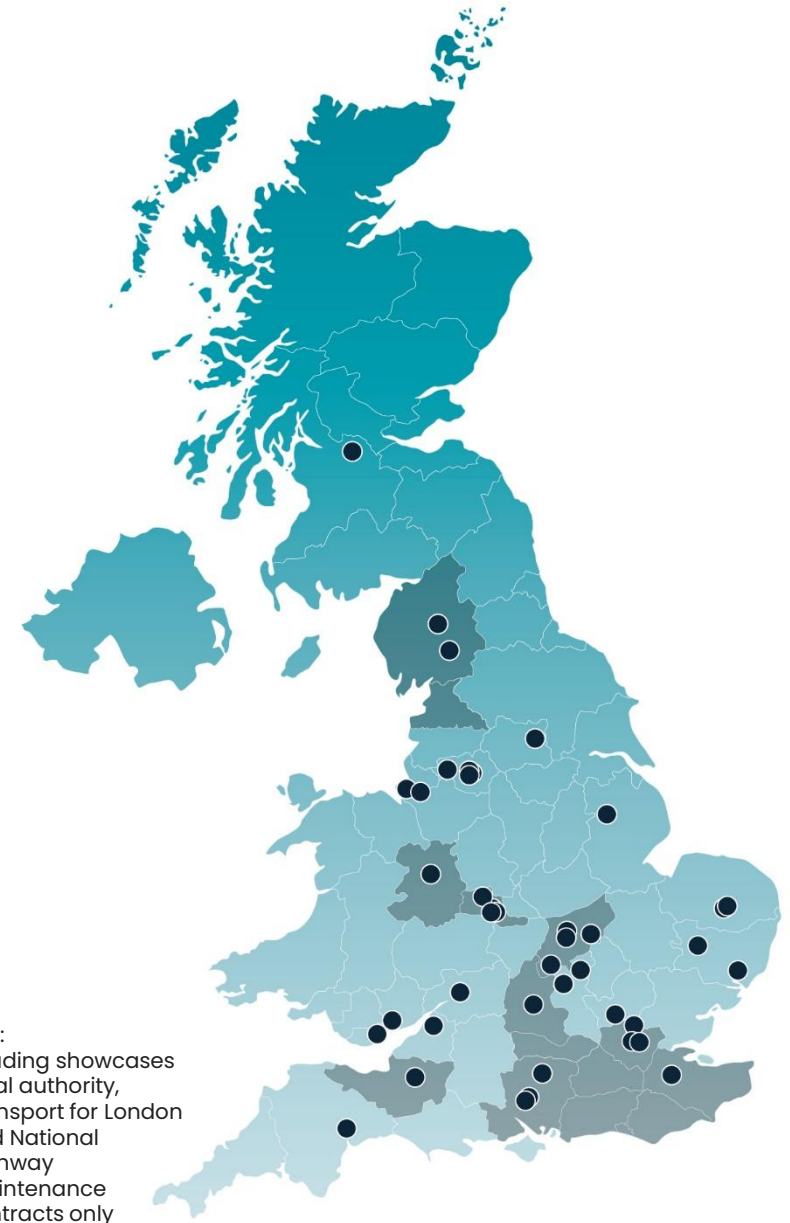
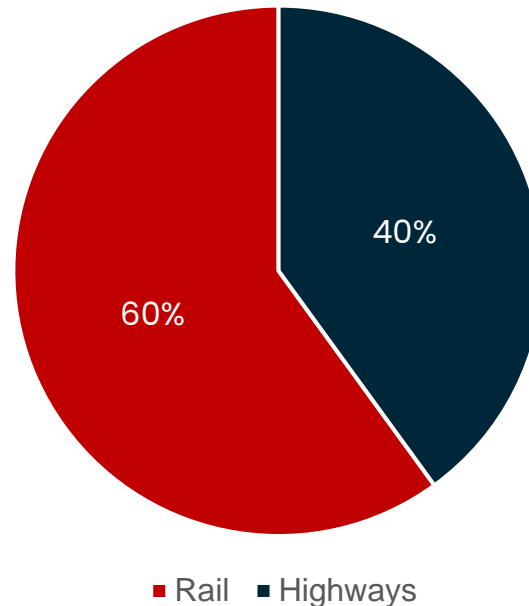
Introduction

Leading provider of sustainable transport infrastructure solutions

Our work:

- Providing **critical transport infrastructure** across the country, enabling millions of journeys each day
- One-stop service provider, offering design, construction, and maintenance across **highways, rail, aviation, and ports sectors**
- Delivering **HS2 central section** (80km+ civil engineering works), with Eiffage, Ferrovial and BAM
- Maintaining **21,000 km of roads** for National Highways, TFL and Local Authorities
- Enhancing infrastructure across **Network Rail's Northwest and Central region**, from London Euston to Cumbria
- Working with local authorities and transport bodies to maintain and improve networks

Transportation revenues (HY25)



Market summary

- Large, consistent demand underpinned by multi-year funding commitments and frameworks with durations of 6 years+
- Market leading position in Highways underpinned by long-term relationships
- Significant growth opportunities in Rail and Aviation

**	Government Committed Investment	Investment Period	2024	2025	2026	2027	2028	2029	2030
Integrated Rail Plan	£54bn	2022-2050	Integrated Rail Plan (including TransPennine Route Upgrade)						
High Speed Rail 2	£45-54bn	2018-2030	Phase 1 (London-West Midlands)						
Network Rail	c.£43bn	2024-2029	Control Period 7 (CP7)						Control Period 8 (CP8)
National Highways	£24bn	2020-2025	RIS 2		Road Investment Strategy (RIS) 3				
Local and regional transport	c.£20bn	2022-2032	City Regional Sustainable Transport Settlements + Local Authority Capital Funding						
	c.£8bn	2023-2026	Transport for London 2024 Business Plan						
Aviation	c.£7bn+	2022-2030	Airport expansions						
Ports	c. £1.8bn	2024-2030	Ports expansion and upgrades						

TOTAL

£212bn*

(Information based on April 2025 available data)

*Note 1: Estimates and minimum values were used where exact figures were unavailable. Ranges were averaged, and conservative rounding was applied.

**Note 2: Some entries (e.g. Integrated Rail Plan, HS2, Network Rail Control Periods, RIS2/3, and Local Transport Settlements) represent or include strategic investment frameworks.

Kier Design: our integrated 360 approach

Providing growth opportunities through our unique 750 strong internal design team and digital solutions capability



Fully-integrated design, build and maintain



Managing risk responsibly through the design process



Industry-leading, design-lite proposition



Design solutions that are safe, buildable and easy to maintain



Our current key clients and sectors

Highways



Rail



Aviation



(in collaboration with Kier Places and Construction)

INCE GREEN LANE

BRIDGE REPLACEMENT PROJECT

Transportation – summary

Providing the transport infrastructure essential to a thriving economy and our communities



1

A market leading position (top 3 in highways across Maintenance & Operations, and Projects)



2

Leading industry integrator with **in-house design**, construction, maintenance and digital capabilities



3

Established relationships with strategic clients on long-term frameworks of typically 6+ years



4

Leveraging expertise to address long term needs around ageing asset condition and drive for sustainability



Q&A



A417



Natural Resources, Nuclear & Networks

Andrew Bradshaw
Group Managing Director



South West Water

Natural Resources, Nuclear & Networks

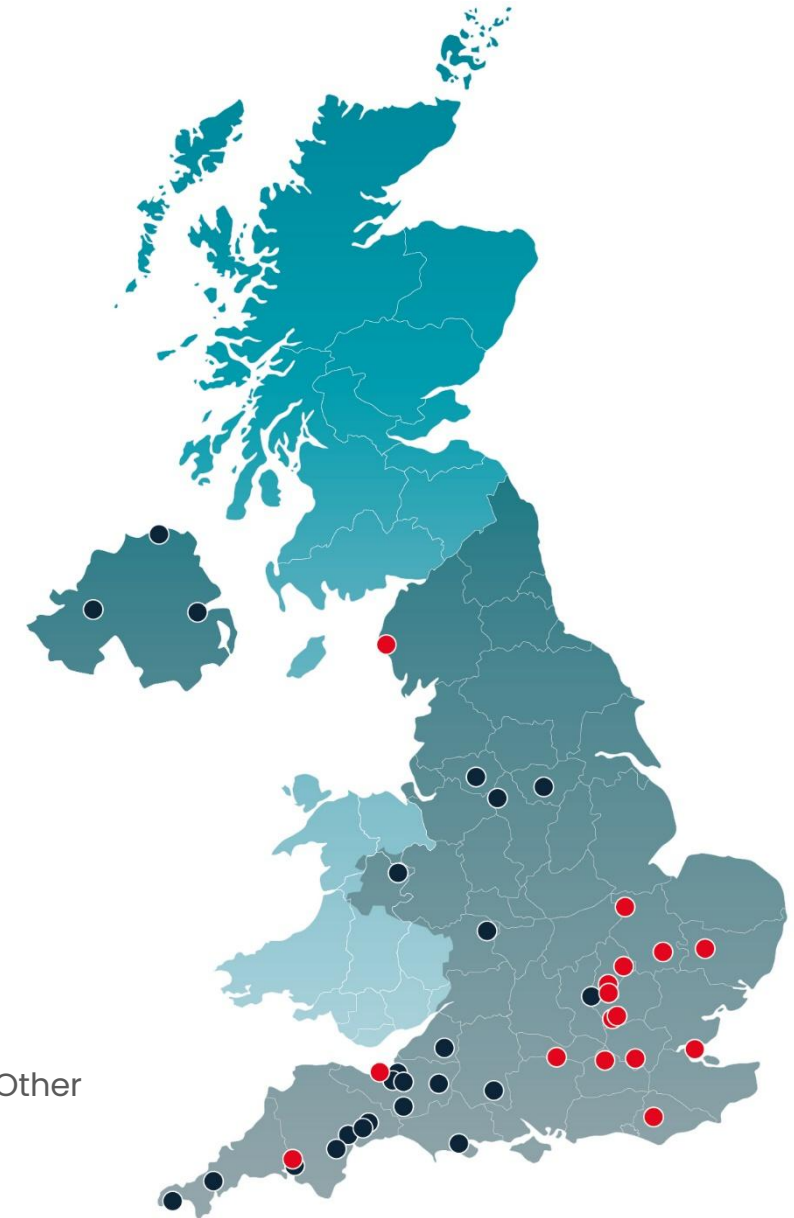
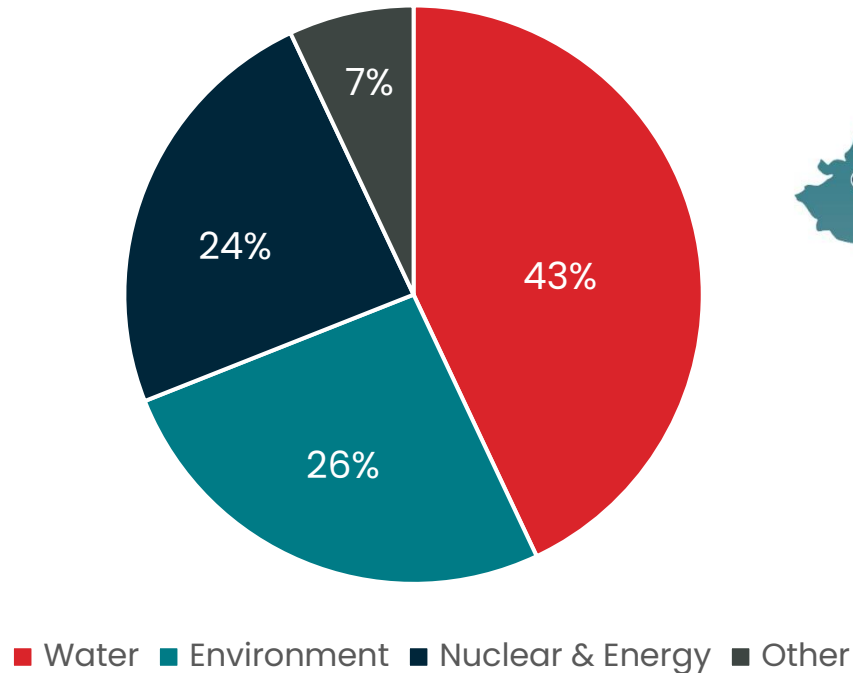
Introduction

Our purpose is to sustainably deliver essential services and major infrastructure to the UK

We are strategically positioned to respond to the future investment in **water** infrastructure, **nuclear & energy**, and **environmental** resilience

- **Water:** Market leading position working to clean up our rivers and maintain access to supplies
- **Environment:** Improving resilience to climate change through our approach to flood defence and water management projects
- **Nuclear & Energy:** A unique proposition helping to deliver net zero energy self-sufficiency, maintain national security, and be at the forefront of innovations in fusion
- Our **integrated 360 approach** delivers added value across the division and the Group (Transportation, Construction and Property)

Revenues (HY25)



Market opportunities

Water



Record investment of **£104bn** (access to £15bn of frameworks) approved by regulator Ofwat for AMP8 between 2025 and 2030

Sustained investment will be required into future AMP cycles

£24bn of further accelerated national strategic schemes

Environment

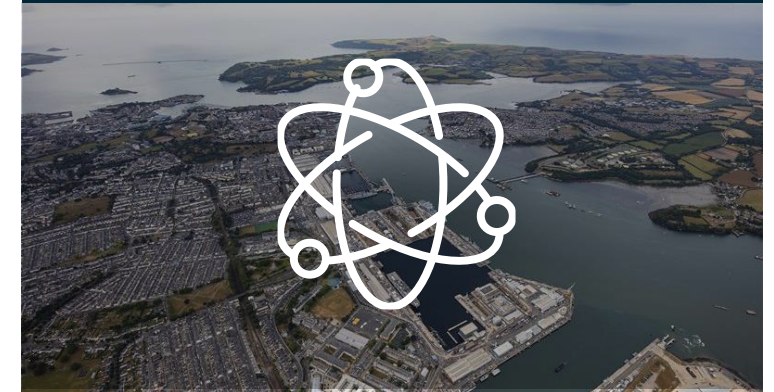


The Environment Agency has stated that **£1bn** needs to be spent **every year** for the next 50 years on flood and coastal defences

Established relationships with these key customers for 10+ years

Water management a key challenge due to population growth and climate change

Nuclear & Energy



Nuclear power generation to increase UK contribution four-fold

Defence spending to increase to **3.0% of GDP**

UK's carbon reduction objectives leading to increased renewables and grid upgrades

Our key clients













Case study: Toddbrook Reservoir

Then



*Footage used with permission from Derbyshire Constabulary

- In July 2019, **following intense rainfall** several concrete panels on the Toddbrook Reservoir dam spillway collapsed
- Around **1,500 residents evacuated from the town of Whaley Bridge** to protect them from the risk of dam failure and potential catastrophic flooding
- Worked alongside the RAF, police, fire & rescue service, Environment Agency and the Canal & River Trust, to carry out **rapid emergency repair works**
- **A billion litres of water pumped** from the reservoir to ensure safety

Case study: Toddbrook Reservoir

Now

- Kier working with **Canal & River Trust** to deliver major restoration works
- These include a new tumble bay, side weir and basin, to direct overflowing water into the River Goyt
- **£16m in social value generated** through activities including investment in local supply chains, jobs created, volunteering and donations
- Around **30,000 fish rescued** and relocated prior to works



Case study: Toddbrook Reservoir

The future

Restoring Toddbrook Reservoir



Canal &
River Trust

ARUP

- Following completion of the safety-critical construction works, several other **legacy improvements** will be made:
 - Concrete spillway grassed and a **children's play park** built at the foot of the dam
 - Toddbrook Sailing Club will be provided with a **new clubhouse and boat storage** facility
 - Bridge across the reservoir re-opened, facilitating a **safe walking route** from one side to the other

Natural Resources, Nuclear & Networks – summary



1

A market leading position in Water with access to c.£15bn of Frameworks



2

Unique approach to all things **Water**, with extensive reach into **transferable skills** and **knowledge**



3

Resources and **expertise** to deliver **major infrastructure** in **Nuclear** licensed environments

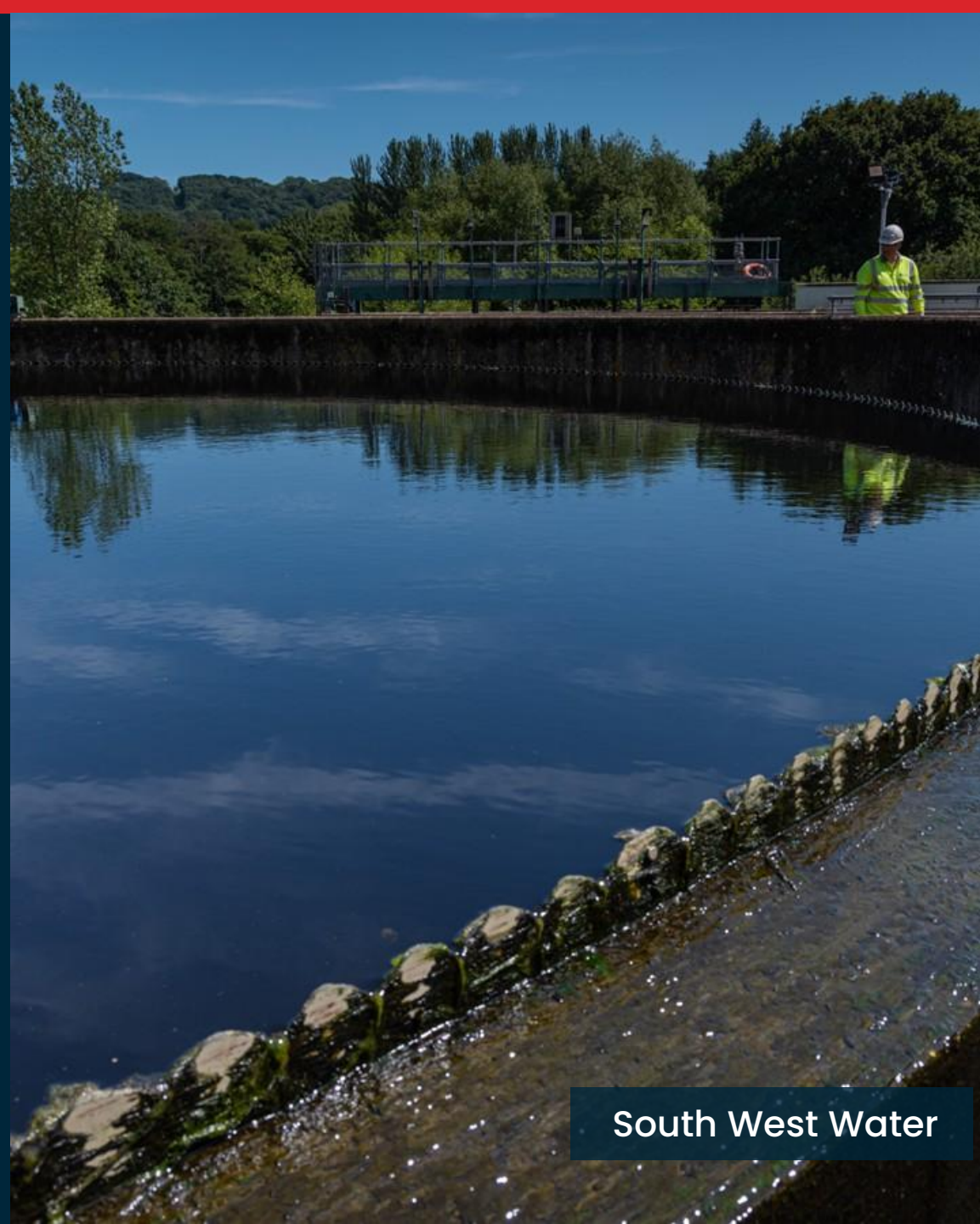


4

Well positioned for **sustainable growth** in **highly funded sectors**, placing **sustainability** at the forefront of everything we do



Q&A



South West Water



Property: Urban Regeneration

Leigh Thomas
Group Managing Director

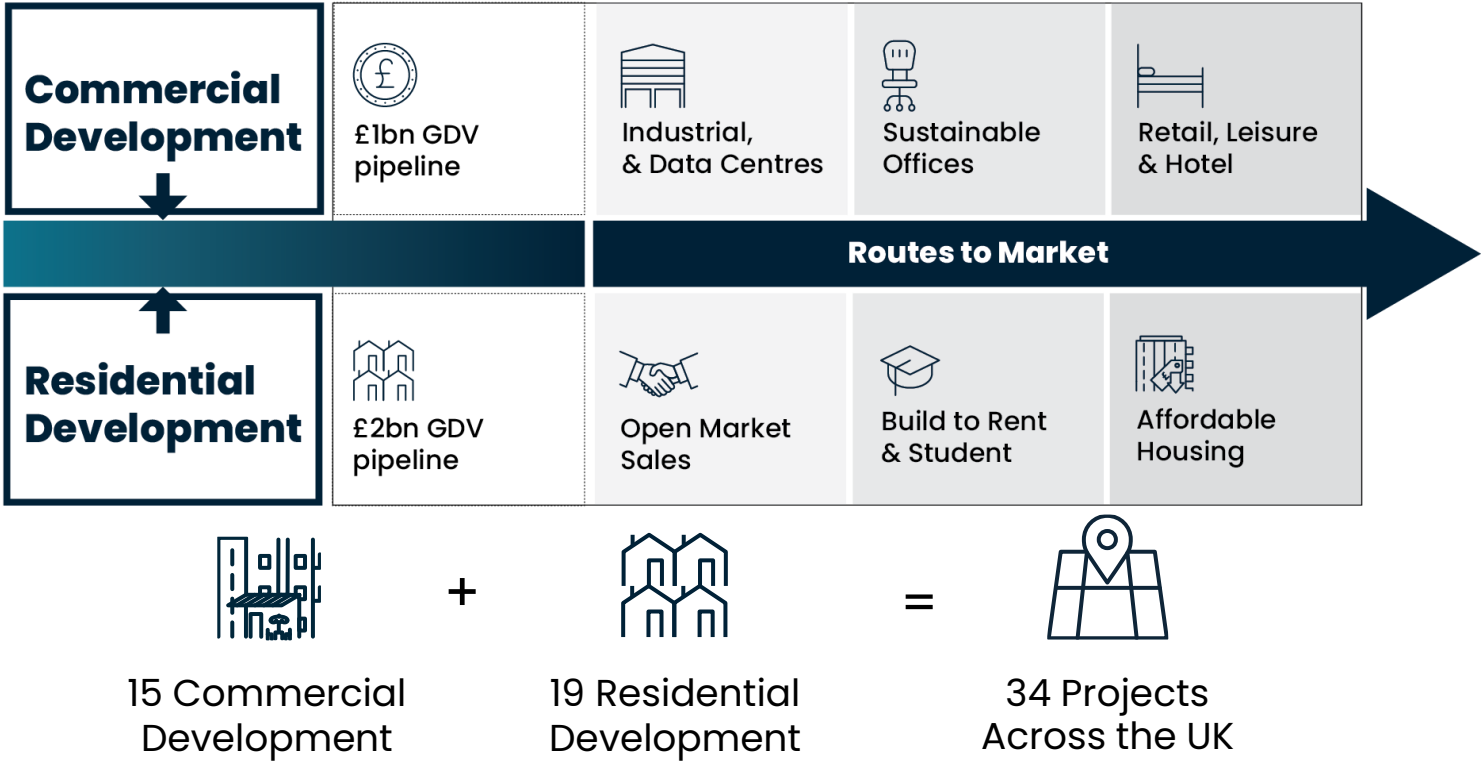


Guildford Station

Introduction

£3bn GDV1 mixed-use pipeline opportunity

Investing in brownfield sites to revitalise communities through public and private partnerships



£225m² of Kier Capital to deliver a pipeline of opportunity of up to £3bn GDV* over 5-10 years



¹ Gross Development Value : Maximum value, based on 100% project build out
² £194m at December 2024

Property Market Drivers and Opportunities



Demographic changes

UK **population to grow** 5m+ by 2032, rapid urbanisation and a surge in one-person and 65+ households—boosting demand for build to rent , co-living, and senior living.



Economic Growth

Industrial and Infrastructure Strategies are central to UK **growth** —focused on rebuilding Britain, supporting jobs, unlocking investment and improving housing and health standards.

Improved productivity & **raising living standards** throughout the UK.



Changing Consumer Demand

Online retail now 27% of all sales + demand for **experiential** retail and leisure and selective physical store presence driving multi-channel strategies.

Retail demand, On-Shoring, AI & Robotics, & population growth driving warehouse demand.



Climate Change

Occupier Net Zero demand 68% office leasing (2023) in London & 5 regional cities on new or refurbished offices, driven by net zero, wellbeing, and talent attraction.

Obsolescence = Opportunity: 83% of commercial buildings need major EPC upgrades creating investment potential.

Good design is key to **climate resilience**.

Underpinned by Critical Legislation



English Devolution Bill and Local Gov Reform



Planning and Infrastructure Bill



Industrial Strategy



Nature Restoration Fund



Local Government Pension Reforms



National Wealth Fund Bill

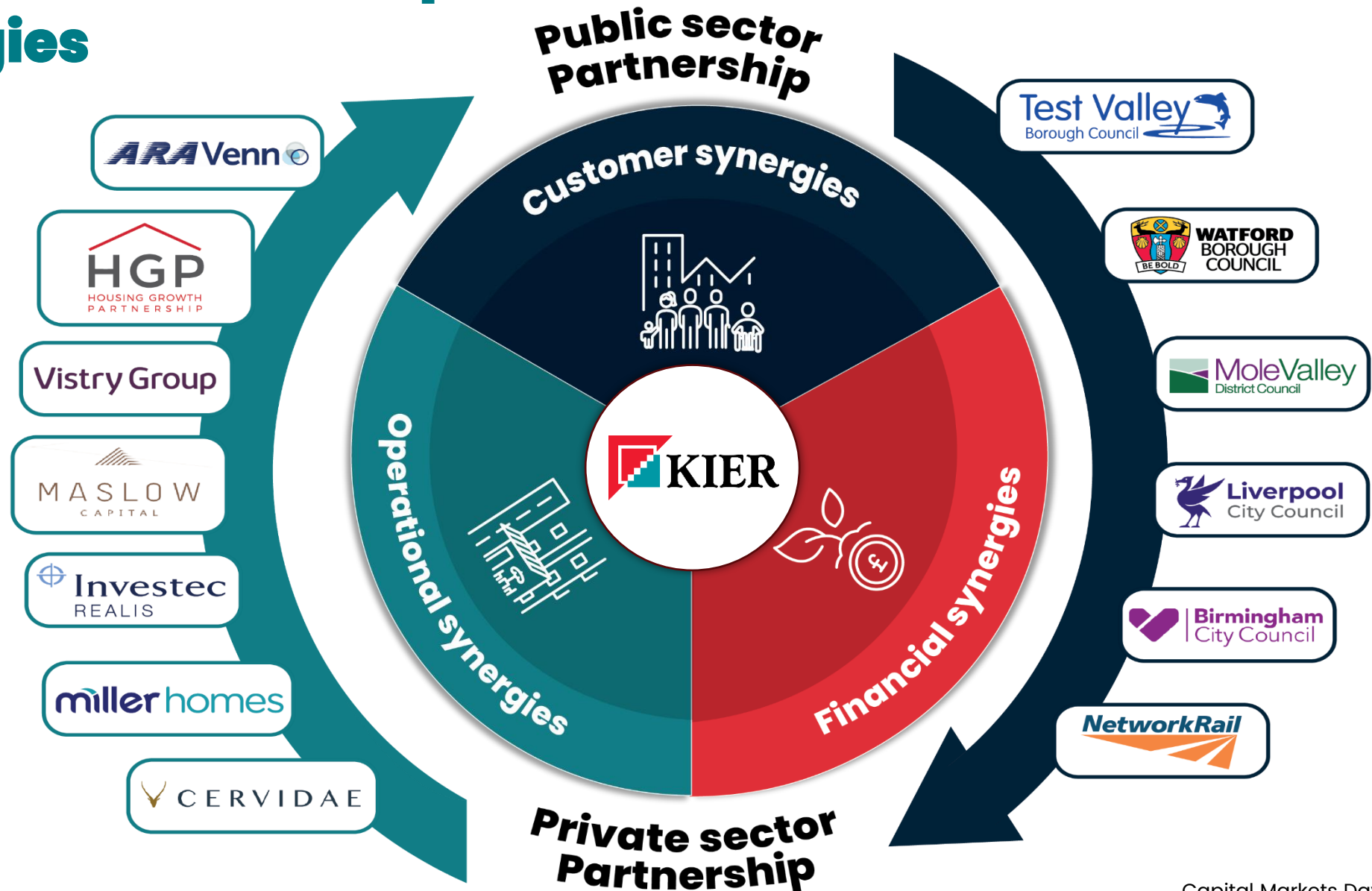


Building Safety Act



Minimum Energy Efficiency Standards

Group and Partnership Synergies



Urban Regeneration – Value Creation



Acquire Land

- £3bn pipeline of secure opportunities
- Balanced portfolio to manage risk
- JVs give access to opportunities and help manage risk
- c.5,000 residential units



Obtain Planning Permission

- 55% of portfolio currently consented
- 2,200 residential units consented
- Local authority partnerships help derisk planning



Build, Manage & Income

- Integrated 360 opportunities
- 10 schemes completed or currently under construction
- Fee and income improving ROCE



Secure Occupier

- Established relationships delivering repeat business
- BTR and affordable housing improves capital efficiency
- Pre-letting de-risks investment and improves ROCE



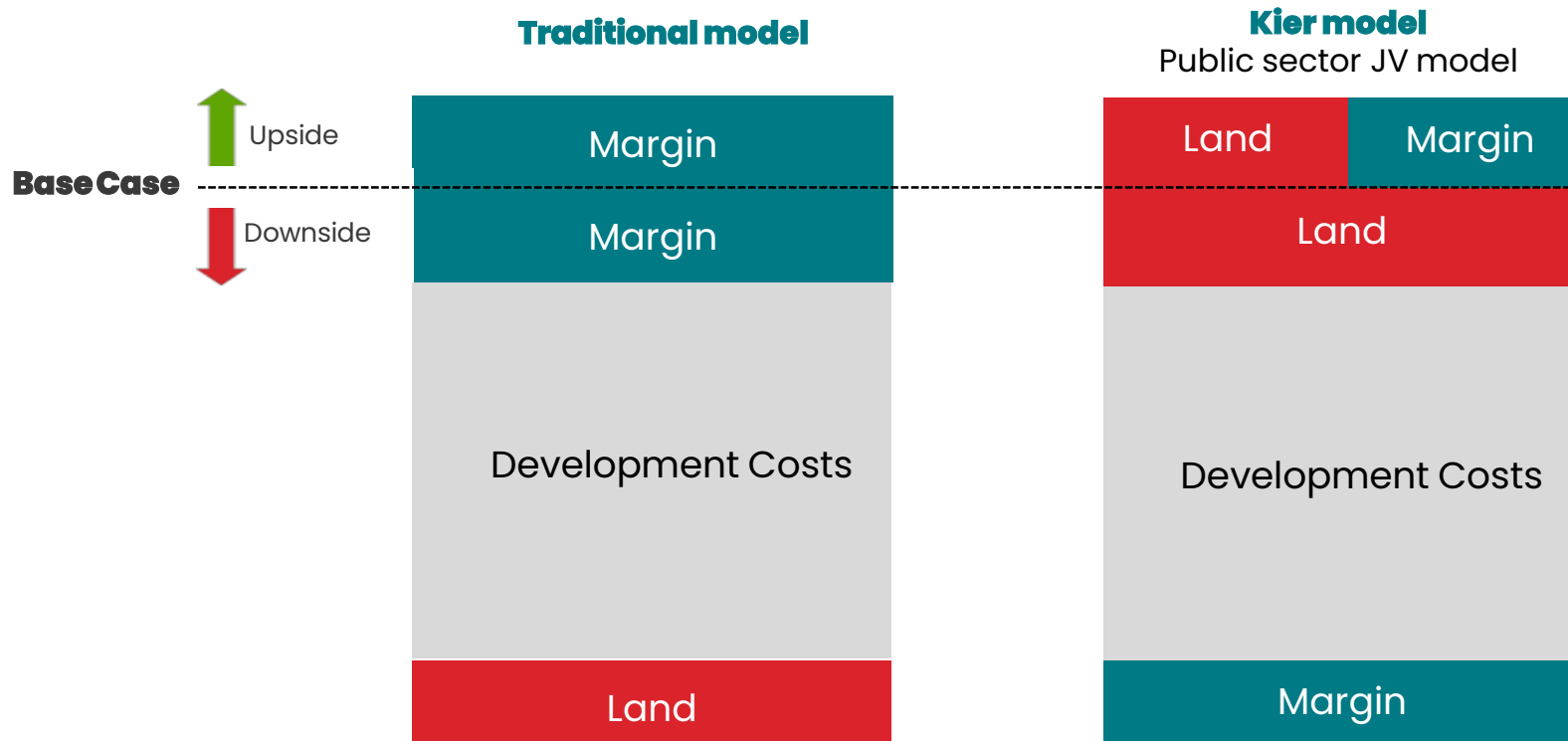
Sell Investment

- Prime locations, good tenants, long leases, sustainable buildings drive value
- Improving profitability helping deliver Group long term plan
- Targeted 15% ROCE on portfolio, from 2027

Lower Risk, Increased Liquidity, Increased Value (3-5 years)

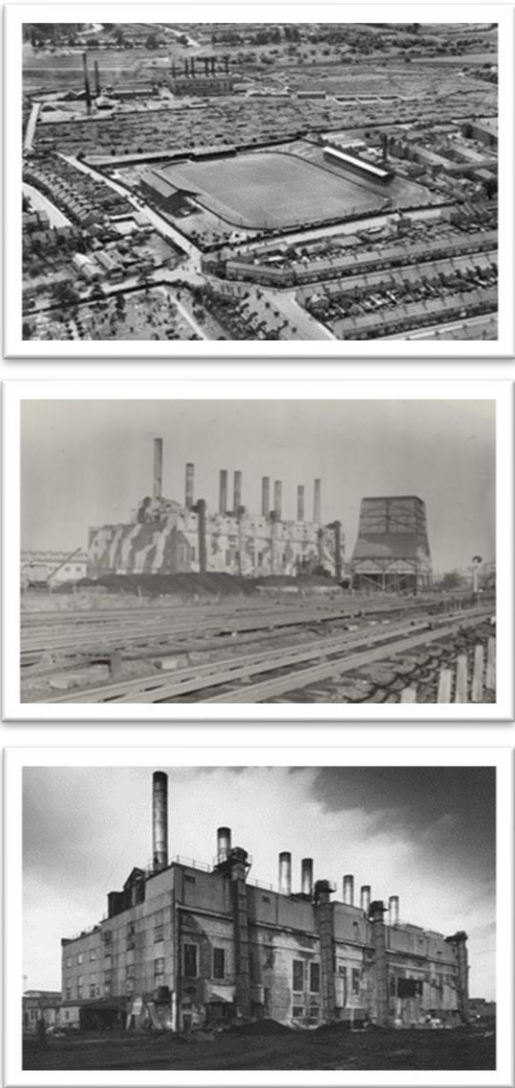
Urban Regeneration – Value Creation cont.

Kier's public sector JV model provides margin protection compared to a traditional model

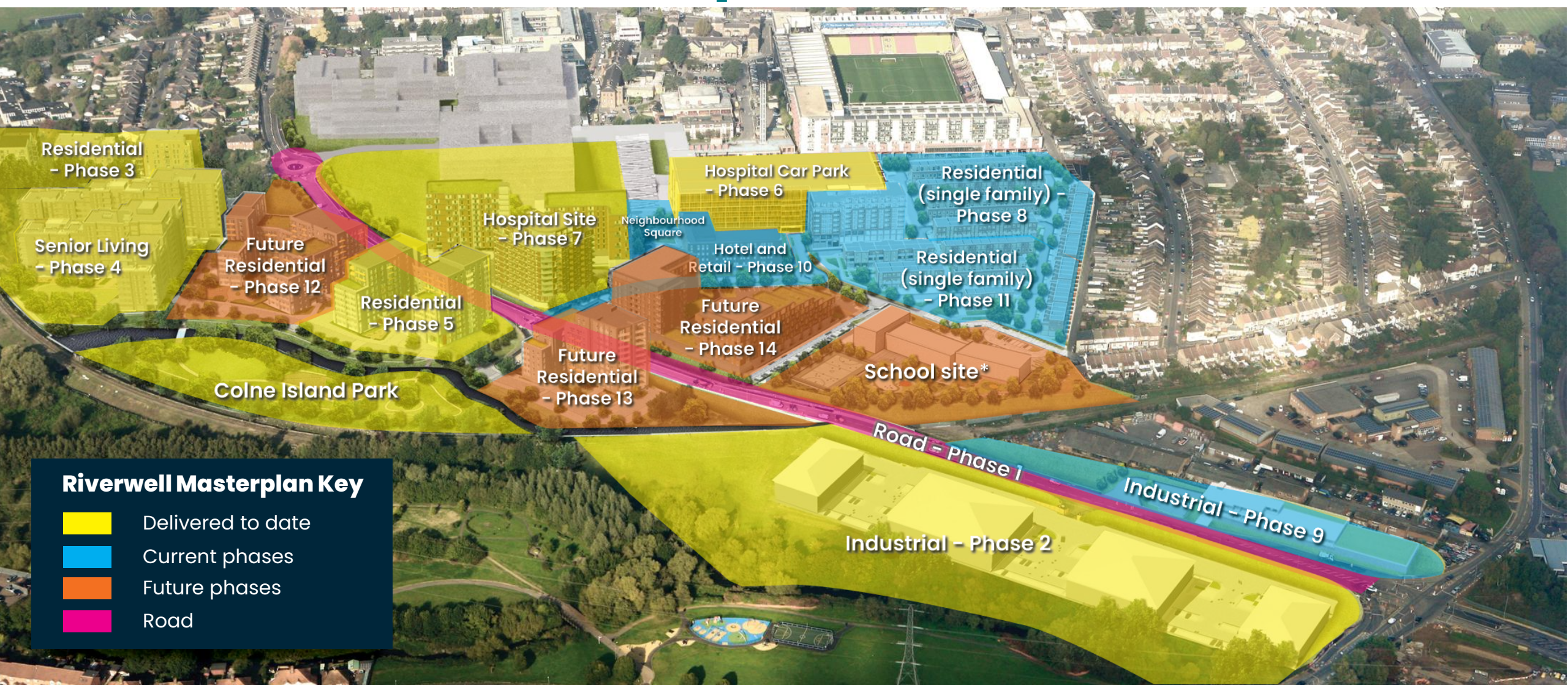


- **Kier public sector JV model** – margin protected as overhead and margin pre-agreed. Land is the flexible denominator
- **Over 60%** of current portfolio sourced this way
- **Benefits**
 - Secure pipeline of work
 - Consistent distribution of profit
 - Insulates against market volatility
 - Overhead efficiency
 - Fee generation
 - Efficient capital utilisation

Watford Riverwell – Before



Watford Riverwell – Masterplan



Riverwell Masterplan Key

- Delivered to date
- Current phases
- Future phases
- Road

* Land allocated – Herts County Council school site, as part of the section 106 agreement.

Watford Riverwell – Financial Delivery

Completion	Phases	Project GDV (100% built out)	Actual Delivery Method	Project Revenue Delivered
2013 – 2016	Road, Remediation & Planning – Phase 1	(£25m)	Grant, Loan and Equity	
2017	Industrial – Phase 2	£23m	Build / Let / Sold	£23m
2017	Residential – Phase 3	£31m	Build and Sold	£31m
2018	Senior Living – Phase 4	£88m	Planning and Land Sale	£18m
2019	Residential – Phase 5	£47m	Planning and Land Sale	£9m
2022	Hospital Car Park – Phase 6	£22m	Sold & Forward Funded	£22m
2023	Hospital Site – Phase 7	£75m	Land Sale	£13m
2025	Residential (single family) – Phase 8	£37m	Build and Sold	£37m
2025	Industrial – Phase 9	£9m	Sold & Forward Funded	£9m
2025	Hotel and Retail Phase – Phase 10	£25m	Pre-Let / Build / Sell	£25m
2025	Residential (single family) – Phase 11	£46m	Planning and Land Sale	TBC
		£403m		£187m

Forecast Completion

2026	Future Residential – Phase 12	£27m	Planning and Land Sale	TBC
2027	Future Residential – Phase 13	£51m	Planning and Land Sale	TBC
2028	Future Residential – Phase 14	£27m	Planning and Land Sale	TBC

Watford	Kier Peak Capital	Kier Ave Capital	Scheme Profit	Full Project GDV (100% built out)	Kier Fees & Interest	IRR	Land Value
Overall Project	£12.5m	£6m	£42m	£508m	£4.5m	25%	£14m

Kier Property – summary



1

Strong **Customer, Financial and Operational synergies** with Kier's other businesses



2

Proven **track record of delivery in the urban regeneration** and property development market



3

Large land bank giving access to £3bn of development opportunities



4

Well positioned to capitalise on government **growth agenda and Local Authority consolidation**

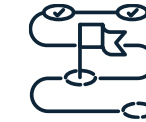


5

Ability to deliver consistent **ROCE of 15%**



6 Long term existing public sector partnerships / relationships.



>60% of land sourced from lower-risk contracting model



c.5,000 residential units can be delivered through the portfolio.



£3bn pipeline of opportunity (Net £2bn Kier)



Q&A



Watford Riverwell



Sustainable Growth +

Louisa Finlay
Chief People Officer



TIDE Bankside

Our integrated 360 approach

Growth driven by synergies, through key interconnected capabilities across our businesses

Synergies

Customer reach

Multiple touch points, with customers served by more than one business

Purchasing power

Scale advantage delivering benefits through Group-wide purchasing

Sustainability

Sustainability culture embedded throughout the Group

Shared services

Scale efficiencies and expert capabilities, through shared services

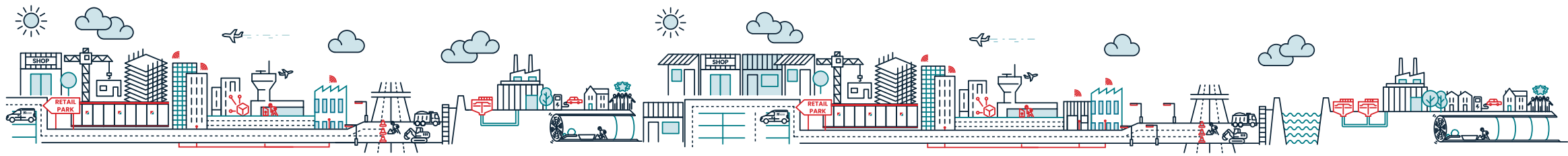
Financial

Reinvestment of working capital inflows to enhance returns

Capabilities



Our integrated 360 approach



Our integrated 360 approach



Develop

- Regenerating urban spaces, leaving lasting sustainable legacies
- Specialising in mixed-use, commercial and residential development
- Design and consulting solutions support clients' estate and planning strategies
- Working across private and public sectors

Our integrated 360 approach



Design

- 750 strong in-house design team
- Providing sustainable solutions for clients with future maintenance in mind
- Delivering concepts, detailed technical design and design assurance
- Expertise in design to deliver major infrastructure and capital projects

Our integrated 360 approach



Engineer

- Driving operational value for clients with engineering-led solutions
- Delivering specialist engineering capability to resolve complex problems.
- Specialists in mechanical and electrical services, using the latest modern methods of construction

Our integrated 360 approach

Build

- Leading UK contractor, providing project delivery for public and private clients
- Combining national thinking and experience with local delivery from regional teams, tapping into local supply chains and resources, crafting exceptional projects for our clients



Our integrated 360 approach

Maintain & operate

- Installing, maintaining and repairing buildings and infrastructure to latest standards
- Offering building solutions including survey, design, repairs, fire safety and compliance
- Maintaining and managing highways assets and delivering complex utilities projects
- Constructing and upgrading flood and coastal risk management projects, helping protect habitats and communities



Our integrated 360 approach

Retrofit & repurpose

- Working with clients to support the whole building lifecycle
- Delivering high-quality, certified building work, focusing on safety, quality and compliance
- Providing sustainable retrofitting to meet carbon targets
- Experts in change of use and building conversion projects within a live environment, with minimal disruption to day-to-day operations



Our integrated 360 approach



A417, Gloucestershire



Logistics City, Bracknell



- Working closely with other Kier teams to save time and money
- £40m GDV project
- First EPC A and net zero carbon scheme
- 96.3% BREEAM score

Mansfield Sustainable Drainage Systems (SuDS)



Justice



**HMP Oakwood
(2012)**

- The leading contractor in the justice sector
- A series of firsts:
 - First Modern Methods of Construction (MMC) prison: HMP Oakwood
 - First T60 houseblock design: HMP Five Wells
 - First all-electric prison: HMP Millsike
- Blueprint for Ministry of Justice and Kier
- Using our expertise and experience for repeatability

Justice



**HMP Five Wells
(2018)**

- The leading contractor in the justice sector
- A series of firsts:
 - First Modern Methods of Construction (MMC) prison: HMP Oakwood
 - First T60 houseblock design: HMP Five Wells
 - First all-electric prison: HMP Millsike
- Blueprint for Ministry of Justice and Kier
- Using our expertise and experience for repeatability

Justice



HMP Millsike
(2025)

- The leading contractor in the justice sector
- A series of firsts:
 - First Modern Methods of Construction (MMC) prison: HMP Oakwood
 - First T60 houseblock design: HMP Five Wells
 - First all-electric prison: HMP Millsike
- Blueprint for Ministry of Justice and Kier
- Using our expertise and experience for repeatability

Justice



HMP Glasgow
(under construction)

- The leading contractor in the justice sector
- A series of firsts:
 - First Modern Methods of Construction (MMC) prison: HMP Oakwood
 - First T60 houseblock design: HMP Five Wells
 - First all-electric prison: HMP Millsike
- Blueprint for Ministry of Justice and Kier
- Using our expertise and experience for repeatability

Our integrated 360 approach – summary

Our 360 approach underlines how our breadth, depth, scale and synergies support sustainable growth



1

People and culture – to deliver high performance and continuous improvement



2

End-to-end capabilities – across the country and the project lifecycle that leverage operational and Group synergies



3

Design and digital first approach – to solve complex problems and deliver bespoke, value-add solutions.



4

Partner of choice – a differentiated approach to drive outcomes for clients, people, places and planet to deliver increased margins and shareholder value.





Q&A



TIDE Bankside



Capital Markets Day

3 June 2025

Appendix



Macfarlane Place

Kier's journey

Rationalised, recapitalised and growing business. Focused on accelerating growth and returns

