KIER

Results for the year ended 30 June 2025

16 September 2025

Luton & Dunstable Hospital

Disclaimer

No representation or warranty, express or implied, is made or given by or on behalf of Kier Group plc (the “Company” and, together with its subsidiaries and subsidiary undertakings, the “Group”) or any of its directors or any other person as to the accuracy, completeness or fairness of the information contained in this presentation and no responsibility or liability is accepted for any such information. This presentation does not constitute an offer of securities by the Company and no investment decision or transaction in the securities of the Company should be made on the basis of the information contained in this presentation.

This presentation contains certain information which the Company’s management believes is required to understand the performance of the Group. However, not all of the information in this presentation has been audited. Further, this presentation includes or implies statements or information that are, or may be deemed to be, "forward-looking statements". These forward-looking statements may use forward-looking terminology, including the terms "believes", "estimates", "anticipates", "expects", "intends", "may", "will" or "should". By their nature, forward-looking statements involve risks and uncertainties and recipients are cautioned that any such forward-looking statements are not guarantees of future performance. The Company's or the Group’s actual results and performance may differ materially from the impression created by the forward-looking statements or any other information in this presentation.

The Company undertakes no obligation to update or revise any information contained in this presentation, except as may be required by applicable law and regulation. Nothing in this presentation is intended to be, or intended to be construed as, a profit forecast or a guide as to the performance, financial or otherwise, of the Company or the Group whether in the current or any future financial year.

This presentation and its contents should not be distributed, published or reproduced (in whole or in part) or disclosed by recipients to any other person.

Certain information in this presentation has been extracted from the announcement of FY25 full year results made by the Company on 16 September 2025 and this presentation is not a substitute for reading that announcement in full.

Results Summary

Andrew Davies
Chief Executive

Sandy Lane, Northamptonshire

FY25 Highlights

- Record order book, at £11.0bn, providing significant revenue visibility over FY26 (91%) and beyond
- Continued solid revenue growth of 3%, with profit levels ahead of initial expectations
- Free cash flow of £155m drives further de-leveraging and balance sheet strength with cash conversion well above long-term target
- Disciplined capital allocation driving increased shareholder returns:
  - Proposed final dividend of 5.2p per share, a total of 7.2p for FY25 (38% increase on FY24)
  - £10m of £20m share buyback deployed since January
  - Increased investment in Property – now at £198m, on track to deliver 15% ROCE by FY28
- Appointment of Stuart Togwell as CEO designate
- Progressing well towards delivering long-term sustainable growth plan

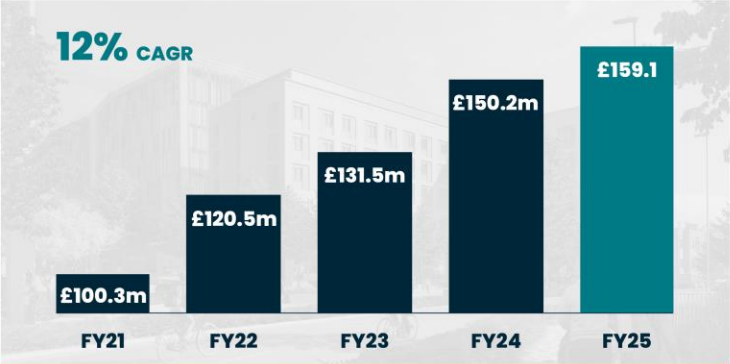
KIER

Track record of delivery

Significant progression in operational delivery reflected in results

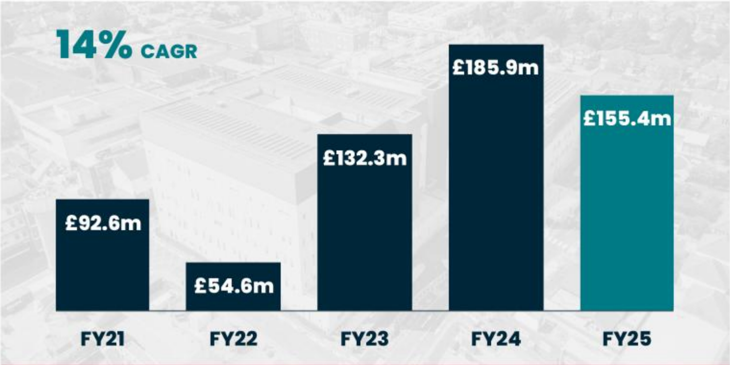
Order book

Revenue



Adjusted operating profit

Earnings per share(1)



Free cashflow

Av. month-end net debt(2)

KIER

Note: (1) FY21 EPS normalised for June 2021 equity raise
Note (2) Total of reported month-end net debt, KEPS and HMRC debt

FY25 Results

Simon Kesterton
Chief Financial Officer

Financial Highlights

Revenue growth of 3% driven by continued momentum in Infrastructure

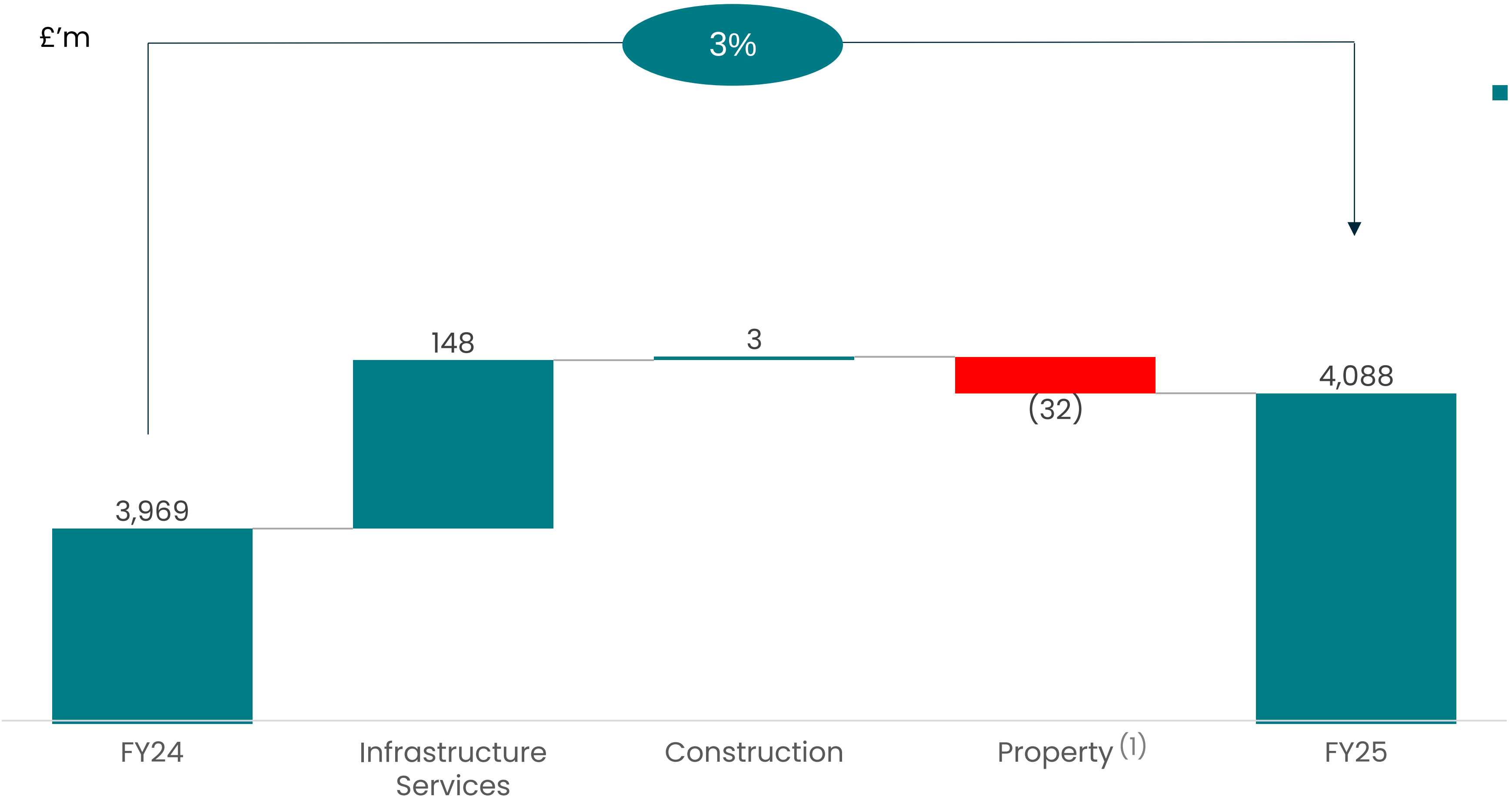
£'m	FY25	%	FY24	%	Δ
Revenue	4,087.8		3,969.4		3.0%
Adjusted Operating Profit	159.1	*3.9*	150.2	*3.8*	5.9%
Net finance costs	(33.7)		(32.1)		(5.0%)
Adjusted Profit before tax	125.4		118.1		6.2%
Adjusting items	(25.7)		(26.8)		4.1%
Amortisation	(21.6)		(23.2)		6.9%
Profit before tax	78.1		68.1		14.7%
Taxation	(21.7)		(16.8)		(29.2%)
Profit from continuing operations	56.4		51.3		9.9%
Adjusted basic EPS (p)	21.6		20.6		4.9%
Statutory EPS (p)	12.8		11.8		8.5%
Free cash flow	155.4		185.9		(16.4%)
Net cash	204.1		167.2		22.1%
Average month-end net debt	(49.2)		(116.1)		57.6%

- Revenue growth driven by strong performances across the Group
- Adjusted operating profit margin of 3.9% progressing well towards 4.0-4.5% long term target range
- Lower debt levels offset by full year bond costs and reduced pension finance credit
- Profit before tax growth of 15%
- Net cash 22% higher, at £204m
- Average month-end net debt materially improved to £49m, through conversion of profits and the working capital benefit of revenue growth

KIER

Revenue Performance

Significant growth in Infrastructure Services

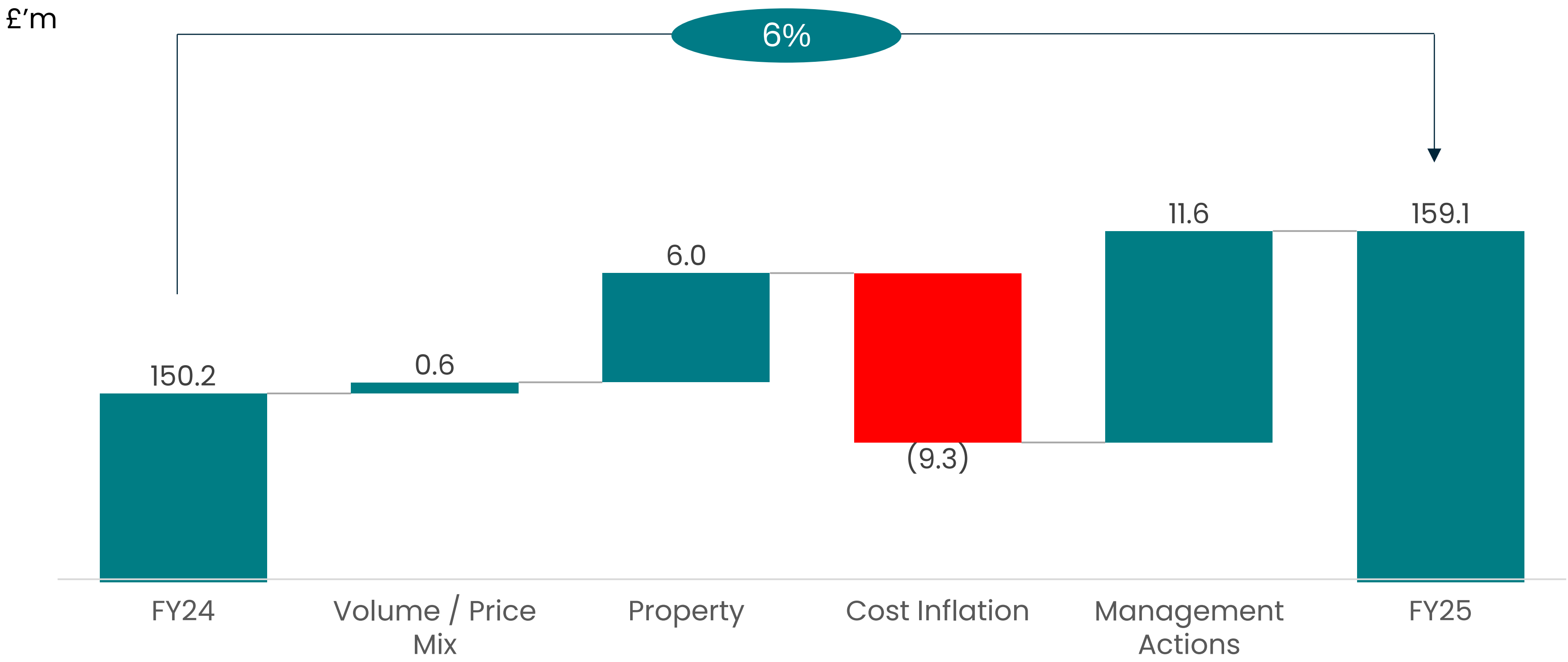


- Overall revenue growth of 3%
  - Infrastructure: benefiting from growth in Water and Nuclear projects
  - Construction: delivery of MoJ projects partly offset by exit of lower margin HM contracts
  - Property: Increased transactions in FY25 (driving profits)
  - Continued bidding discipline and risk management

Note 1: Includes £1m of corporate revenue

Adjusted Operating Profit

Profit increased 6% on management actions and H2 property recovery



- Adjusted operating profit margin of 3.9% (progressing well to long term target range)
- AOP benefits from:
  - Property transactions
  - Management cost actions
- Partially offset by overall cost Inflation

Adjusting Items (excl. amortisation)

Significant reduction in cash adjusting items

£'m	FY25	FY24
Fire / cladding costs	17.0	15.0
Property-related items	4.8	7.2
Recycle of foreign exchange	-	(5.9)
Refinancing fees	-	4.5
Other	2.0	3.1
Total adjusting items to continuing operating profit	23.8	23.9
Finance costs	1.9	2.9
Total adjusting items to continuing profit before tax	25.7	26.8
Cash cost	17.8	36.7

Adjusting items

- Fire and cladding compliance costs of £17m relate to updated regulations on legacy projects
- Adjusting items continue to fall with FY24 reduced by a one-off FX gain (partly offset by refinancing fees)

KIER

Our access to UK Infrastructure via Frameworks

£725bn opportunity

UK Government commitment to 10 year Infrastructure Strategy with 3 year spending settlements confirmed in June 2025

£156bn addressable market

Our framework positions

£39bn	Health
£8bn	Education
£6bn	Affordable Housing
£3bn	Defence
£69bn	Other Construction
£15bn	Water
£6bn	Rail & Roads
£3bn	Nuclear
£7bn	Other Infrastructure

£11bn

Our order book

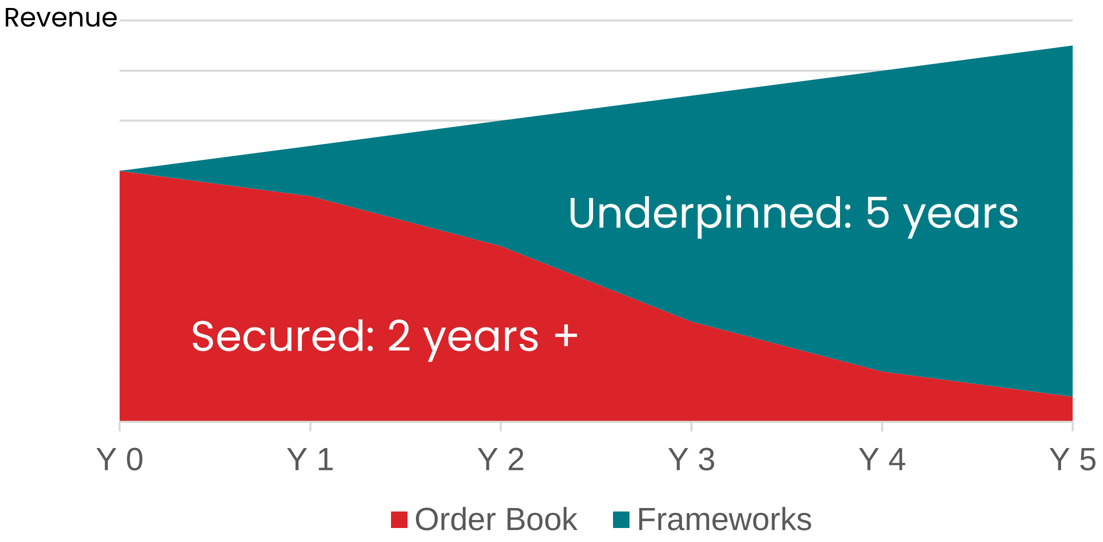
KIER

Growth underpinned by order book and frameworks

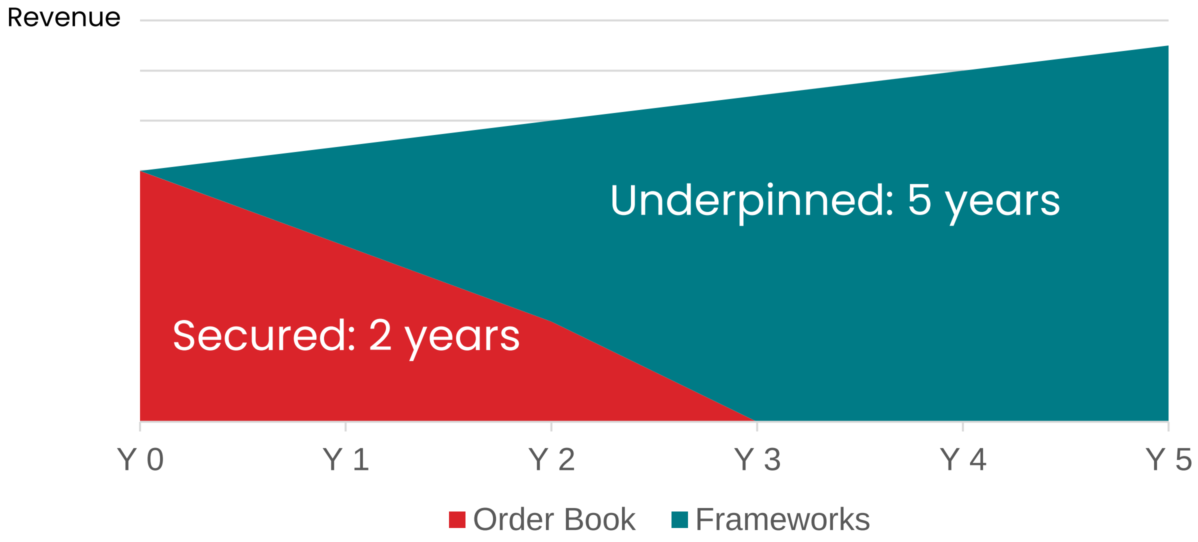
Order book of **£11bn** provides clear multi-year revenue visibility

- **91%** of **FY26** and **c.70%** of **FY27** revenue secured
- Longer term, revenue growth underpinned by **£156bn*** of framework positions
- Long term UK Government commitment through 10 year Infrastructure Strategy

Infrastructure Services



Construction



*total advertised values

Free Cash Flow

Strong operational performance resulting in above target operating cash conversion of 125%

£'m	FY25	FY24
Adjusted EBITDA	227.9	208.1
Working capital inflow	27.7	68.4
Net capital expenditure including finance lease capital payments	(64.9)	(57.3)
Joint Venture dividends less profits	5.4	0.7
Other free cash flow items[1]	3.1	(2.8)
Operating Free Cash Flow	**199.2**	**217.1**
Adjusted conversion	125%	145%
Net interest & tax	(43.8)	(31.2)
Free Cash Flow	**155.4**	**185.9**

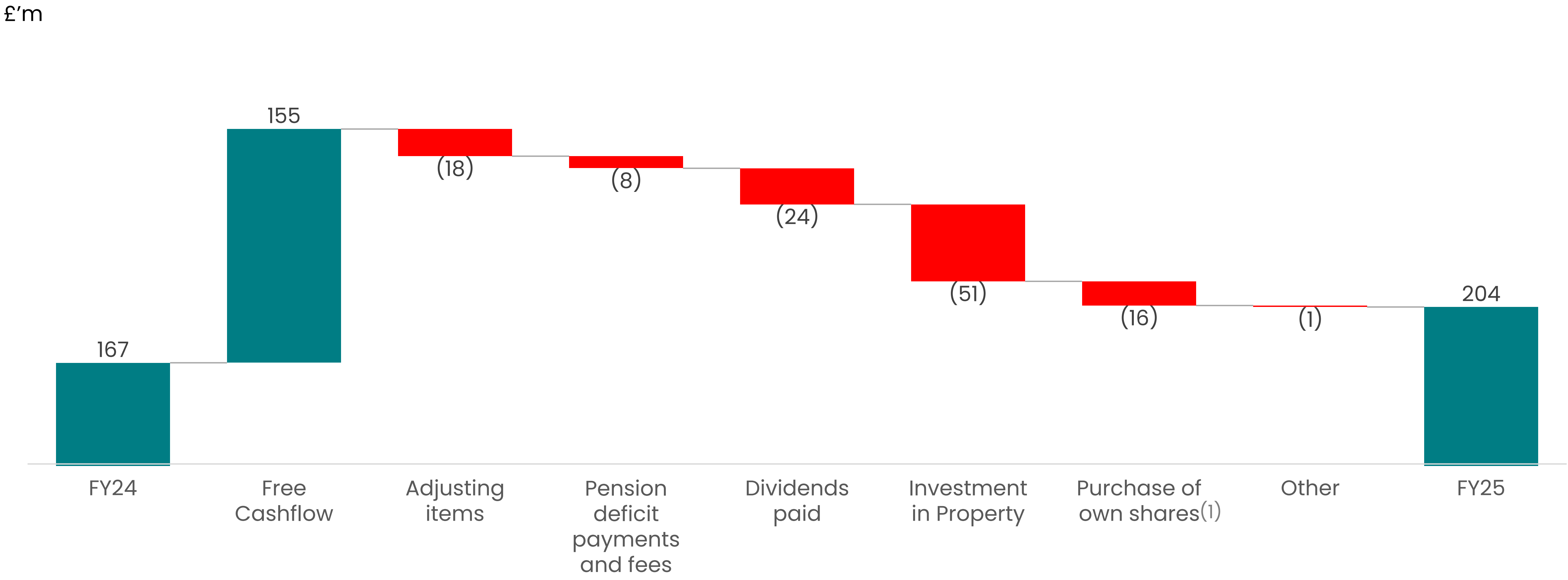
- Adjusted operating cash flow conversion of 125% significantly above long-term growth target (90%)
- Working capital inflow of £28m reflecting revenue growth normalisation
- Supplier payment days broadly consistent with prior year at 34 days

KIER

Note: (1) Other consists of share-based payments, FX recycle movements, fair value adjustments, pension adjustments and profit on disposal of PPE

Net Cash Movement

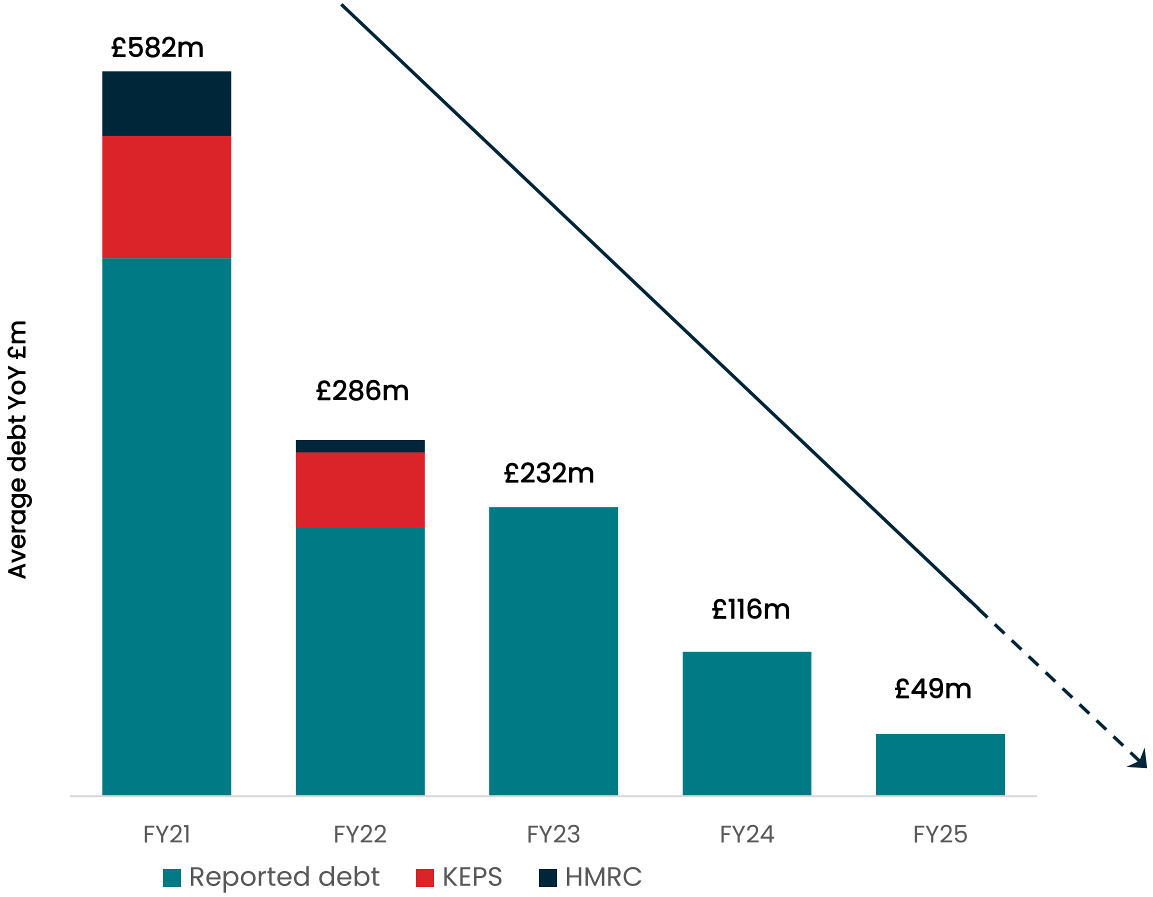
Free cash flow of £155m allocated in accordance with the Group's priorities



Note 1: Includes £10m of share purchases by the Group's employee benefit trust

Average Month-End Net Debt

Near-term pathway to sustainable average month-end net cash position



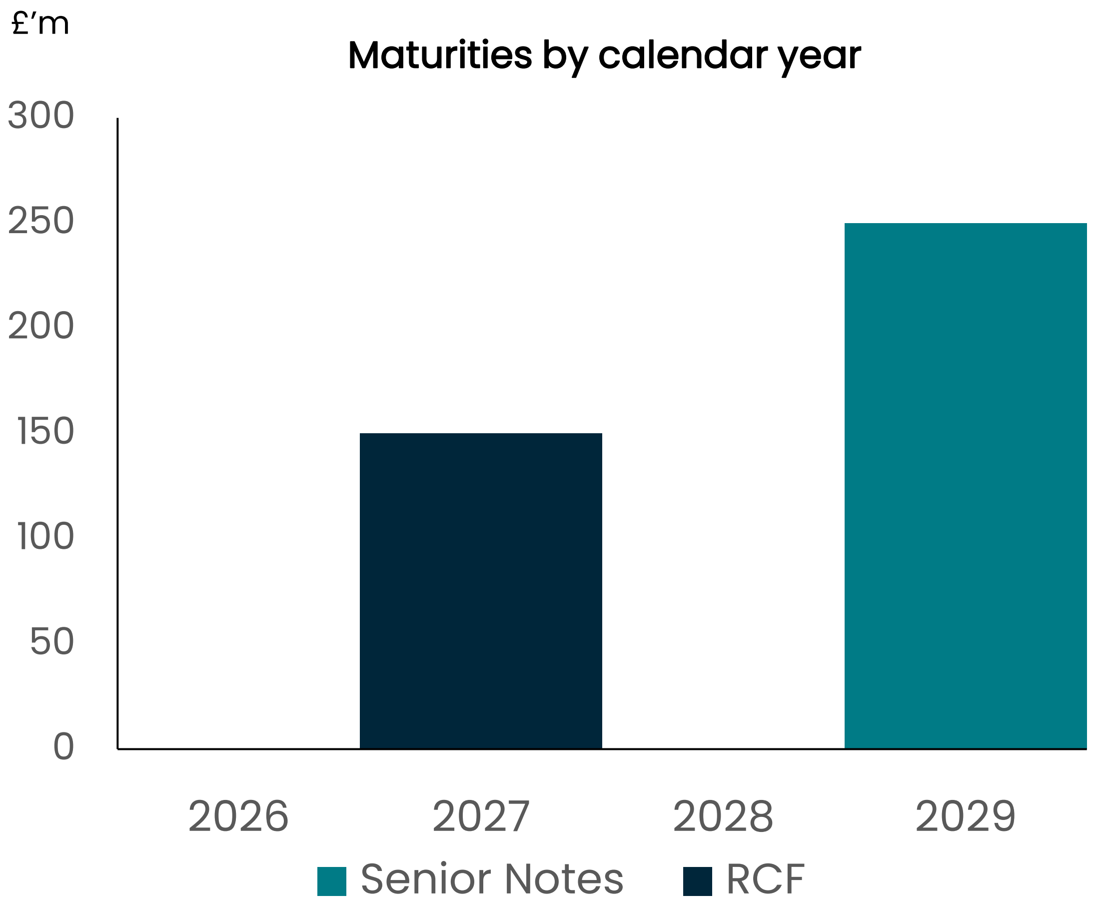
- FY21 to FY25 significant reduction in average month-end net debt, to £49m
- FY26 – expected further improvement from free cash flow

KIER

Financing and liquidity

Access to debt capital markets supports sustainable growth strategy

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



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	▪ Sustainable 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 2025[1]

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

KIER

Note 1: Share buybacks are in addition to net payments relating to employee share schemes

Shareholder Returns

Strong performance and revenue visibility allow for increased shareholder returns

- Continued growth in the order book and revenue visibility
- Proposed dividend represents earnings cover of 3x in line with our long-term policy
- Payment ratio: approximately one third interim dividend and two thirds final dividend
- Proposed final dividend of 5.2p per share, a total dividend increase of 38% on FY24, to be paid 3 December to those on the register on 31 October
- The initial £20m share buyback programme is approximately 50% complete

Operational Update

Andrew Davies
Chief Executive

Alderney Water Treatment Works

Infrastructure Services

Growth driven by Water opportunities

£'m	FY25	FY24	Δ
Revenue	2,136	1,988	7.4%
Adjusted Operating Profit	111.0	112.3	(1.2%)
Operating margin	5.2%	5.6%	(40) bps
Order book (£bn)	6.5	6.4	1.6%

Financial Performance

- Revenue growth of 7% includes ramp up of Water activity
- Adjusted operating profit represents underlying growth of 4%, offset by one-off £6m gain in FY24

Commercial & Operational Update

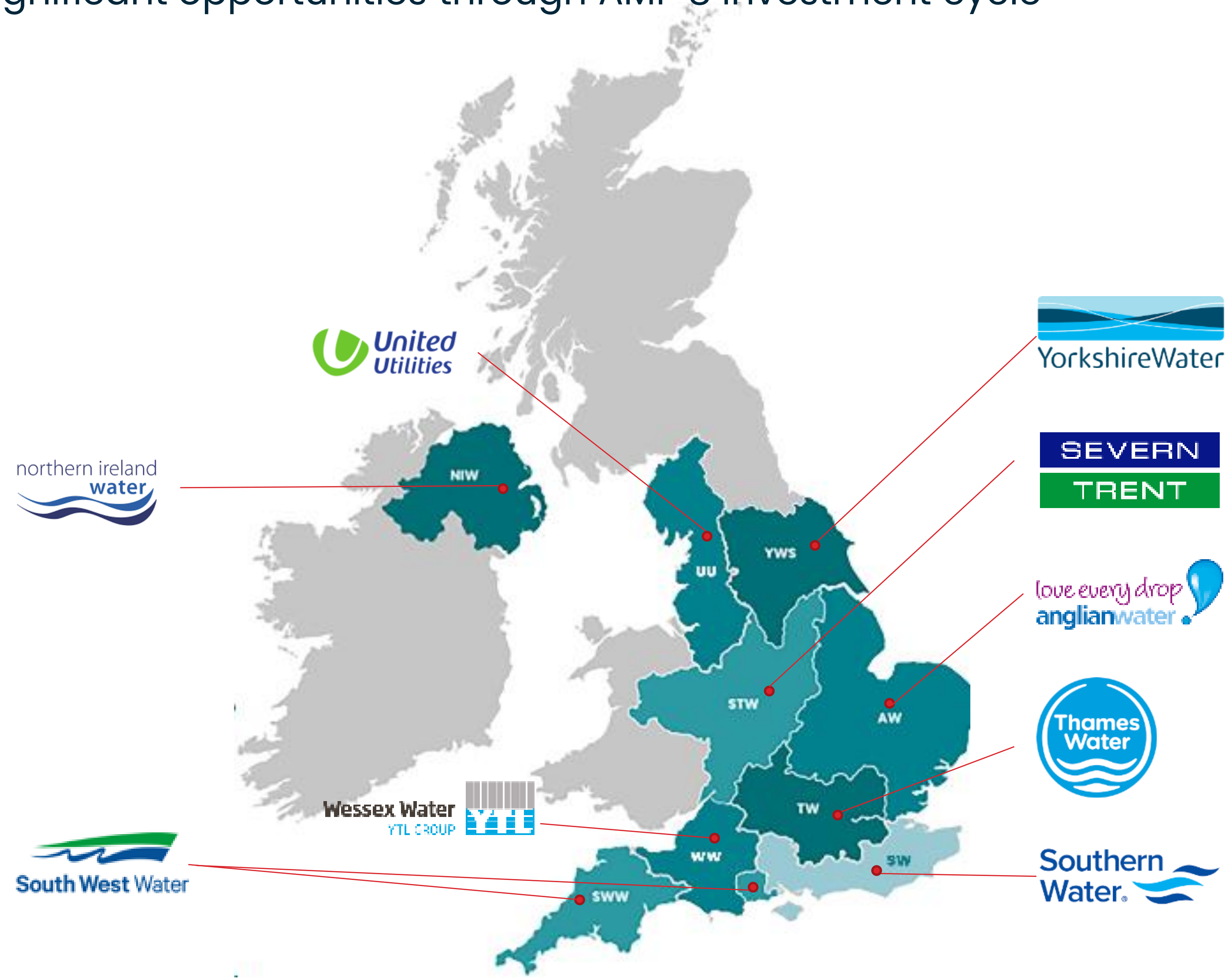
- Secured our first contracts on Southern Water's AMP8 framework, working on clean and wastewater schemes totalling c. £45m.
- Order book £6.5bn, with 87% revenue secured for FY26

Kier Design Capability

- Over 700 designers
- Delivering expert design, engineering and technical advice
- Projects include:
  - M6 Lune Gorge bridges
  - A417 Missing Link

Water Operations

Significant opportunities through AMP-8 investment cycle



- Significantly increased AMP8 investment determination of **£104bn**[1]
- Awarded places on **17 Frameworks** supporting **9** customers worth c.**£15bn**
- **Water revenues set to double by 2030,** including additional opportunities from natural water management.
- Capital delivery programme driven by ageing asset base, environmental regulations and extending asset life
- Water companies engaging with Tier 1 contractors for long term support to deliver upgrade and maintenance programmes
- Kier one of the largest Tier 1 players in UK water sector

Note 1: Source Ofwat between 2025 and 2030

Construction

Underlying growth in strategic projects

£'m	FY25	FY24	Δ
Revenue	1,911	1,908	0.1%
Adjusted Operating Profit	75.0	69.2	8.4%
Operating margin	3.9%	3.6%	30 bps
Order book (£bn)	4.5	4.4	2.3%

Financial Performance

- Project growth, such as hand over of HMP Millsike and start of HMP Glasgow, offset by exit of lower margin HM contracts in Kier Places
- Increase in margin driven by improved business mix (see above)

Commercial & Operational Update

- Significant awards:
  - Justice - Awarded a >£100m contract to deliver additional prison places at HMP Northumberland, as part of the Small Secure Houseblocks (SSHP) Alliance for the MoJ
  - Education – awarded four projects worth c.£210m
  - Kier Places – appointed by Wiltshire Council to their 5-year Facilities Management contract worth £3.4m p.a.
- Order book £4.5bn, with 95% revenue secured for FY26

KIER

Property

Recapitalisation starting to deliver returns, on track to achieve 15% target by FY28

£'m	FY25	FY24	Δ
Revenue	38	71	(45.9%)
Adjusted Operating Profit	12.2	6.2	96.8%
Operating margin	31.8%	8.7%	2310 bps
Capital employed	198	166	19.3%
ROCE	6.7%	3.9%	280 bps

Commercial & Operational Update

- Activity:
  - Planning secured for:
    - Six Trade City industrial units at Maple Cross
    - 55 homes in Saffron Walden under the Vistry Joint Venture
  - Construction phase:
    - Eleven Trade City units at Bognor Regis
    - Ten Trade City units at St Albans
  - Acquired a four-acre site at Sharston
  - Further development at Watford with development starting on new Town Square, Riverwell Square
- Targeting capital employed of up to £225m generating a consistent ROCE of c.15%

Financial Performance

- Revenue performance reflects large one-off sale in FY24
- Adjusted operating profit growth driven by higher volume of transactions (nine vs five in FY24).
- Capital employed currently at £198m

Sustainability Framework

Building for a Sustainable World

Key focus areas:

Our People – we will build a workforce with the necessary skills and capabilities whilst ensuring fair and equal treatment for our entire workforce

Our Places – we aim to leave a positive legacy in the communities we work in and help to tackle inequality through tools and opportunities

Our Planet – action to reduce carbon, building resilience to climate-change related events, value nature through protecting biodiversity and move to resource efficient construction

Building for a Sustainable World

OUR PURPOSE

To sustainably deliver infrastructure which is vital to the UK

STRATEGIC PILLARS

Our People	Our Places	Our Planet
OBJECTIVES		
Building a workforce and supply chain for the future	Making a positive difference in our local communities	Improving the environment now and for future generations
TOPICS		
Prioritising all our people Ethical labour	Social impact Enabling social mobility	Climate action Valuing nature Resource efficiency
MEASURES		
% of apprentices and people in training and development programmes Deliver ethical labour plan	Spend with SMEs and social enterprises Deliver a social mobility plan inclusive of benchmarking	Carbon emissions (scope 1-3) / £m revenue Significant Environmental Incident Rate (SEIR) Tonnes waste / £m revenue

ADDED SOCIAL VALUE

KIER

Environmental

On track for a net zero future by 2039 for scope 1 & 2 emissions

Carbon

- **Carbon** – 4% reduction in scope 1 & 2 carbon in 2025

Waste

- **Waste** – 3% year on year reduction in the waste intensity[1] from 16.8 in FY24 to 16.3 in FY25

Note 1: Waste intensity: tonnes of waste per £1m of revenue

Social

In FY25 we delivered over £500m of social value to the communities which we serve

Safety

- 12-month AIR 115 a **26% reduction** vs FY24
- 12-month AAIR 343, a **6% reduction** vs FY24

Apprenticeships

- **590** apprentices
- **>10%** of total workforce in training and development programme
- **>40%** of graduate intake are women

SME Spend

- **>60%** of subcontractor spending with SMEs

Supply Payment Days

- Average **34** supplier payment days
- Adherence to Prompt Payment Code

KIER

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**

KIER

Summary and Outlook

1 Strong operational and financial performance, with **margins progressing well towards recently increased long term target of 4.0 to 4.5%**

2 Excellent visibility of future performance, through strong **order book: £11bn** and **£156bn of framework** positions

3 **Significant increase in shareholder returns** through initial share buyback and higher dividends

4 **FY26** has started well, **trading slightly ahead** of the Board's expectations

KIER

Q&A

KIER

FY25 Results

16 September 2025

Appendix

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

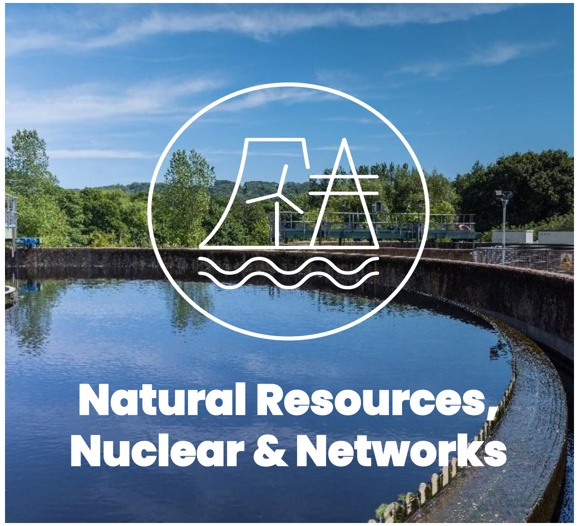
Proven track record of operational and financial delivery

Our 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

KIER

Kier's journey

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

2019	2020	2021	2022	2023	2024	2025 + through the cycle
April 2019 New CEO, Andrew Davies Strategic Review	**March 2020** New senior management team in place	**May 2021** Refinancing package agreed Sale of housebuilding business, Kier Living	**2022 - 2023** Delivering against medium-term value creation plan	**September 2023** Bolt-on acquisition of Buckingham's rail assets	**March 2024** Refinancing of credit facilities Re-entry to dividend list and FTSE 250	**2025 +** Organic growth Dividends and share buyback Investment in property Value accretive M&A
June 2019 Cost savings of c. £100m implemented	**June 2020** Portfolio rationalisation and exiting loss making contracts	**June 2021** Equity raise				**August 2025** Appointment of Stuart Togwell as CEO Designate

Turnaround Phase

- ✓ Strategic review
- ✓ Cost reduction

Rationalisation

- ✓ Legacy issues addressed
- ✓ Operational turnaround
- ✓ De-risked the business and rationalised portfolio
- ✓ Appointment of leadership team

Recapitalisation

- ✓ Sale of non-core business
- ✓ Capital raise
- ✓ Extension of credit facilities
- ✓ Focus on FCF generation
- ✓ Launch of medium-term plan

Growth

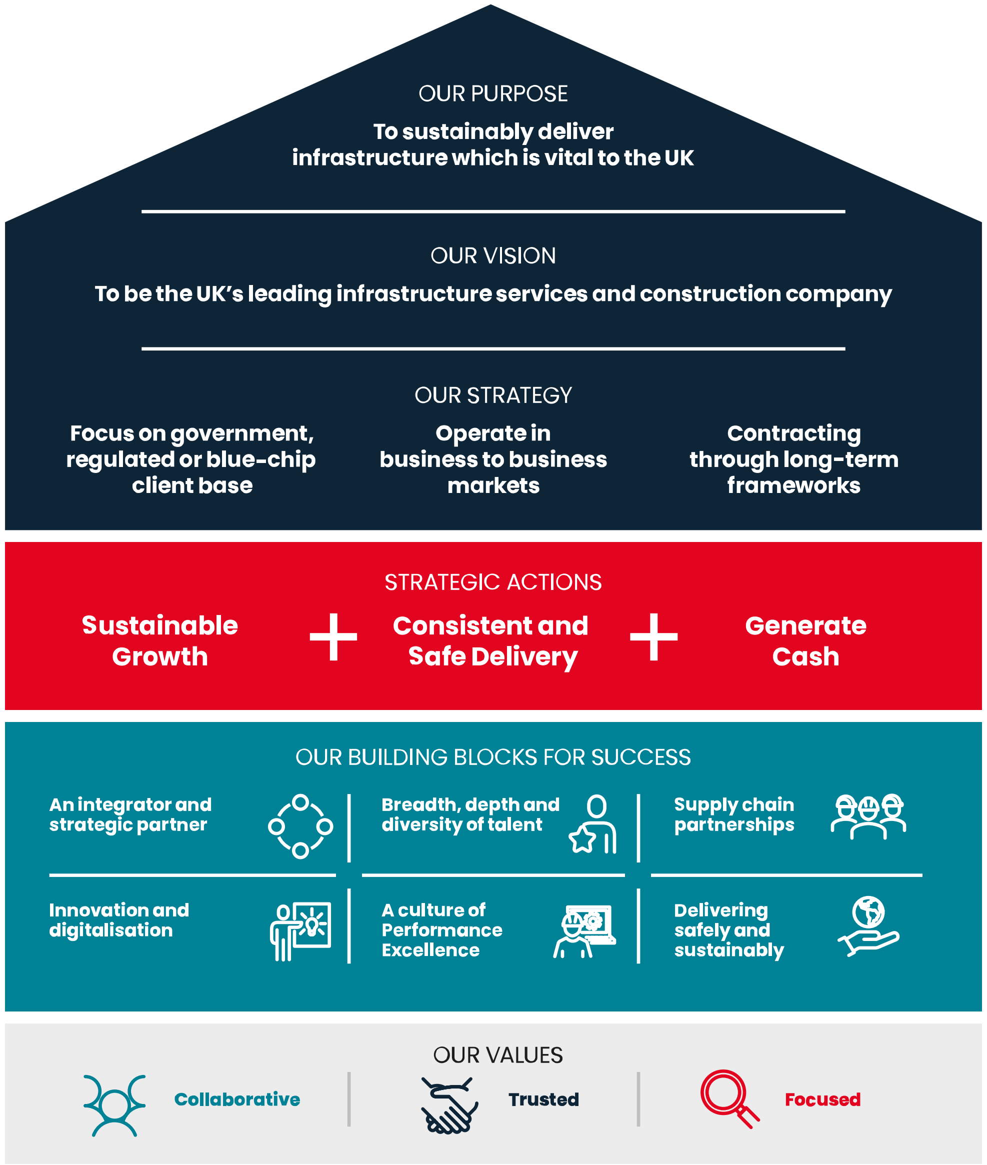
- ✓ Growing high quality order book to c.£10.8bn
- ✓ Revenue, earnings and free cashflow growth
- ✓ Deleveraging with sight to average net cash
- ✓ Property capital allocation increased

Sustainable Growth

KIER

Kier's Strategic Framework

Our strategy focuses on leveraging our attractive market positions to sustainably deliver infrastructure which is vital to the UK.



Macro environment

Economic and political factors provide supportive environment for growth

Economic, Regulatory and Political Landscape

Short term

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**

Long term

Population growth	Economic growth	Congested transport	Ageing infrastructure	Geographic imbalance	Climate change
Longevity and growth 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	Our abilities
Kickstart economic growth	We operate on 125 frameworks regionally and nationally across economic and social infrastructure
10-year Infrastructure Strategy	Experience on strategic frameworks across economic and social infrastructure
Take back our streets	Key strategic partner delivering prison expansion and refurbishment
Break down barriers to opportunity	Connecting communities, improving schools and creating jobs and apprenticeships
Build an NHS fit for the future	Experienced delivery of major hospital projects and community healthcare facilities
Procurement planning and devolution	Value-add approach to procurement
Making Britain a clean energy superpower	Delivering warm homes and supporting decarbonisation New nuclear build expertise and supporting new technologies
Housing and regeneration	Public sector partnerships to deliver affordable housing and regenerate public spaces
Defence readiness to deter the growing UK threats	Expertise and framework positioning to support defence estate optimisation and defence nuclear infrastructure

UK Government and regulated industry priorities

UK Infrastructure Strategy – commitment to spend at least £725bn over next 10 years

Infrastructure Services
Transportation and Natural Resources, Nuclear & Networks - 52% of Revenue (FY25)

Roads and Rail

£25bn Road Investment Strategy 3 (RIS3)

£8.3bn fund for potholes and other highways maintenance

£44bn 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**

10-year flood and coastal defences plan worth **£7.9bn**

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**

1 Anticipated private sector investment driven by the Government's Ten Point Plan for Green Industrial Revolution, Net Zero and Energy Strategy

UK Government spending commitments

Focused on schools, hospitals, housing, prisons and defence

Construction & Property
48% of Revenue (FY25)

Education

DfE – launched CF25 Framework worth up to £15.4bn - 6 years from January 2026 as part of overall £38bn commitment

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

Local authority schools to support New Towns/ housing growth

Healthcare

New Hospital Programme estimated at **£23bn** over next 10 years

£16bn pipeline of work for NHS Trusts and other Healthcare providers

Justice & Borders

10-year plan worth **£6.3bn** to expand prison capacity

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

Defence

Government commitment to spend **3.5% of GDP** (up from 2.3%) on defence

£5.1bn Defence Estate Optimisation Portfolio

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

£39bn for a 10 year Affordable Homes Programme

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**

KIER

Framework positions

Maintaining and growing central and local framework positions

- Awarded places on long-term frameworks and contracts worth up to **£156bn***
- Supports **long-term revenue growth streams**, underpinning strong order book
- Provides **barriers to entry** and strengthens customer relationships

Infrastructure Services

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

£31bn

Construction

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

£125bn

*total advertised values

Pension

Net pension scheme asset of £47m

£'m	Jun 25	Jun 24	Δ
Group Pension Schemes			
Market value of assets	1,135.2	1,218.6	(83.4)
Present value of liabilities	(1,088.0)	(1,138.1)	50.1
Net pension asset	**47.2**	**80.5**	**(33.3)**
Assumptions			
Discount rate %	5.50	5.15	0.35
Inflation rate (Retail Price Index) %	2.90	3.20	(0.30)
Inflation rate (Consumer Price Index) %	2.20 - 2.65	2.40 - 2.85	(0.20)

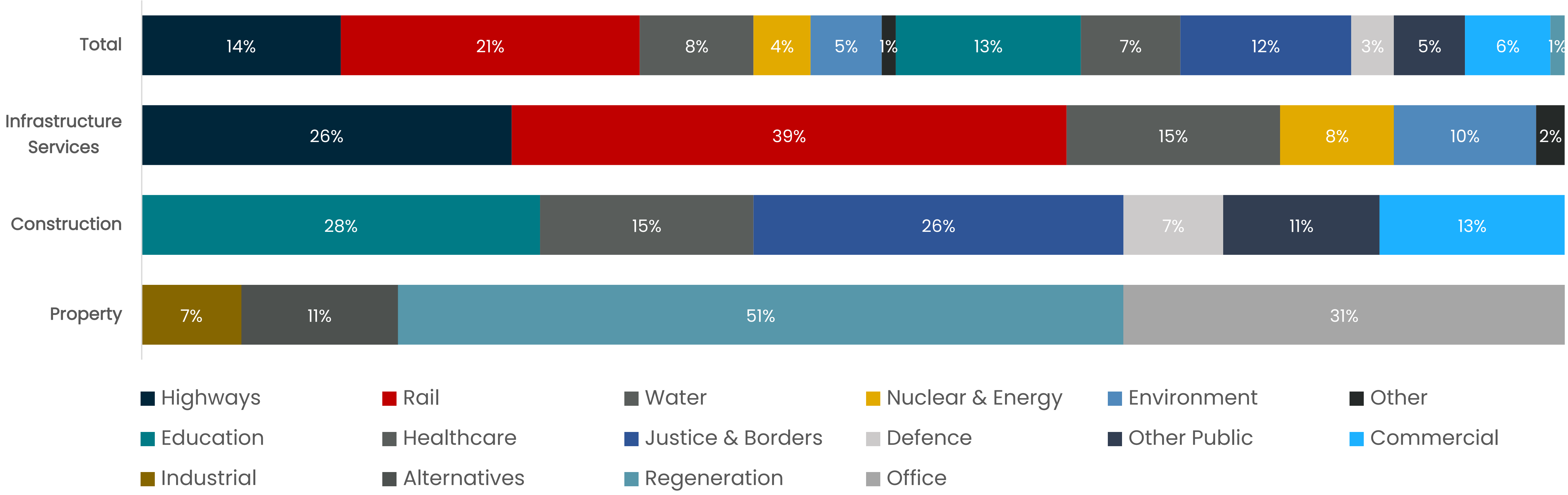
Deficit payment schedule

Year	FY26	FY27	FY28	FY29 & beyond
Current schedule	£5m	£4m	£1m	-

- As at 30 June 2025, Group's pension scheme asset was £47m
- Decrease due to lower than assumed asset returns, partially offset by lower scheme liabilities resulting from an increase in the discount rate (higher corporate bond rates) and a decrease in inflation rate
- Triennial valuations for funding the defined benefit schemes to be agreed in FY26

KIER

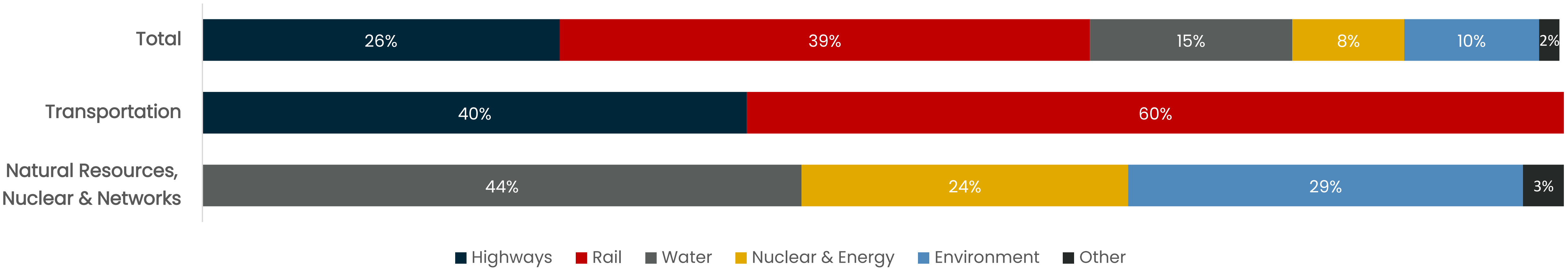
Group Revenue Analysis



KIER

Segmental Revenue Analysis

Infrastructure Services



Construction