



Kier Group plc
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9 October 2015

Dear Shareholder,

The purpose of this letter is to advise you that the 2015 annual report and accounts and this year's notice of AGM will shortly be available at www.kier.co.uk/shareholders. You will, however, find enclosed a form of proxy for use in connection with the meeting and scrip dividend documentation relating to the proposed final dividend for the year ended 30 June 2015.

The AGM will be held at 12 noon on Thursday, 12 November 2015 at the Andaz Hotel, 40 Liverpool Street, London EC2M 7QN. A sandwich lunch will be available after the meeting.

The business to be conducted at the meeting will include the usual business – for example, the approval of the 2015 financial statements, the approval of the final dividend for the 2015 financial year and the re-appointment of the auditors. This year, we will also be asking shareholders to approve the appointment of five directors who were appointed by the board during the year and to approve a new Save As You Earn Scheme. Further details of all the resolutions are set out in the notice of AGM.

If you are planning to attend the meeting, you will find a location map on the back of this letter. Whether or not you will be attending, I would encourage you to exercise your voting rights on the resolutions to be considered at the meeting.

The directors consider that all the resolutions in the notice of AGM are in the best interests of Kier Group plc and its shareholders and recommend that you vote in favour of each of them.

You can lodge your vote online at www.kier.co.uk/vote or by post; further details of how you can do so can be found in the notice of AGM on the website. To lodge your vote by post, please complete the enclosed form of proxy and return it in the pre-paid envelope. To be valid for the meeting, your completed form or online instruction must have been received by 12.00 noon on Tuesday, 10 November 2015 at the very latest.

I would like to thank you for your support throughout the year and I look forward to seeing you at the AGM.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Phil White", with a horizontal line underneath.

Phil White
Chairman
Kier Group plc

Registered in England No. 2708030
Registered Office: as above

HOW TO FIND THE ANDAZ HOTEL

Andaz Hotel, 40 Liverpool Street, London EC2M 7QN

Tel: +44 207 961 1234

Fax: +44 207 961 1235



London Underground

Liverpool Street Station (Central, Circle and District lines) is next to the hotel