



**Kier Group plc**  
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9 October 2015

Dear Shareholder,

This letter is accompanied by our 2015 annual report and accounts, the notice setting out the business to be conducted at the forthcoming AGM, a form of proxy and scrip dividend documentation relating to the proposed final dividend for the year ended 30 June 2015.

In addition to the hard copy version of the annual report and accounts, you will find a fully searchable and printable version on our website, [www.kier.co.uk/shareholders](http://www.kier.co.uk/shareholders).

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 enclosed 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.

As set out in the notice of AGM, you can lodge your vote online at [www.kier.co.uk/vote](http://www.kier.co.uk/vote) or by post. 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", is written over a light blue horizontal line.

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