



Kier Group plc
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17 October 2016

Dear Shareholder

2016 Annual General Meeting

I am pleased to invite you to the Kier Group plc Annual General Meeting (the 'AGM') which will be held at 12.00 noon on Friday, 18 November 2016 at the Andaz Hotel, 40 Liverpool Street, London EC2M 7QN.

The 2016 annual report and accounts and this year's Notice of AGM will shortly be available at www.kier.co.uk. You will 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 2016.

The business to be conducted at the meeting will include the usual business – for example, the approval of the 2016 financial statements, the approval of the final dividend for the 2016 financial year and the re-appointment of the auditor. This year, we will also be asking shareholders to approve the appointment of two directors who were appointed by the board during the year. 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 vote on the resolutions to be considered at the meeting.

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 which can be found at www.kier.co.uk. 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 Wednesday, 16 November 2016.

Recommendation

The directors consider that all the resolutions contained in the Notice of AGM are in the best interests of Kier Group plc and its shareholders as a whole and recommend that you vote in favour of each of them, as they intend to do in respect of their own beneficial shareholdings.

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 black ink, appearing to read "Phil White", written over a horizontal line.

Phil White
Chairman
Kier Group plc

ATTENDANCE ARRANGEMENTS

Venue: **Andaz Hotel, 40 Liverpool Street, London EC2M 7QN**

Date: **Friday, 18 November 2016**

Time: **12.00 noon**

Registration: **From 11.00 a.m.**

The nearest London Underground station is Liverpool Street Station (Central, Circle and District lines) which is located next to Andaz Hotel.

