



Kier Group plc

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THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. When considering what action you should take, you are recommended to seek your own personal advice immediately from your stockbroker, bank manager, solicitor, accountant or other professional adviser duly authorised under the Financial Services and Markets Act 2000 (as amended). If you have sold or transferred all of your shares in Kier Group plc, please send this document, together with any relevant accompanying documents, to the person to whom you sold or transferred your shares, or to the bank, stockbroker or other agent who arranged the sale or transfer for you.

Dear Shareholder

I am pleased to invite you to the Kier Group plc Annual General Meeting (the 'AGM') which will be held at 12 noon on Friday, 17 November 2017 at the Andaz Hotel, 40 Liverpool Street, London EC2M 7QN.

The 2017 annual report and accounts, this year's Notice of AGM and our annual Corporate Responsibility Report will shortly be available online at www.kier.co.uk. You will, however, find enclosed a form of proxy for use in connection with the meeting.

The business to be conducted at the meeting will include the usual business – for example, the approval of the 2017 financial statements, the approval of the final dividend for the 2017 financial year and the re-appointment of the auditor. This year, we will also be asking shareholders to approve a new directors' remuneration policy and amendments to the rules of the Kier Group plc 2010 Long Term Incentive Plan. 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 are set out 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. If you would like assistance with voting online, please contact the Company's Registrars, Capita Asset Services, on 0871 664 0300 (calls cost 12p per minute plus your phone company's access charge). If you are calling from outside the UK, please call +44 371 664 0300 (calls from outside the UK will be charged at the applicable international rate).

To be valid for the meeting, your completed form or online instruction must have been received by 12 noon on Wednesday, 15 November 2017.

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 beneficial shareholdings.

I look forward to meeting you at the AGM.

Yours sincerely

A handwritten signature in black ink, appearing to be "Philip Cox", written over a light blue circular stamp.

Philip Cox CBE
Chairman
Kier Group plc

This communication has been sent to certain beneficial owners of shares who have been nominated by the registered holders of those shares to enjoy information rights in accordance with section 146 of the Companies Act 2006. Such nominated persons are advised that they may, under an agreement between them and the registered holders by whom they were nominated, have a right to be appointed (or have someone else appointed) as a proxy for the AGM or a right to give instructions to the registered shareholders as to the exercise of voting rights.

Registered in England No. 2708030
Registered Office: Tempsford Hall, Sandy,
Bedfordshire, SG19 2BD United Kingdom

INFORMATION ABOUT THE MEETING

Venue

Andaz Hotel
40 Liverpool Street
London
EC2M 7QN

Date

Friday, 17 November 2017

Time

12 noon

Schedule

11.00 a.m. Registration commences.

Upon arrival at the Andaz Hotel, please go to the registration desks located on the first floor. You will need your AGM attendance card, which is attached to your Form of Proxy.

Tea and coffee will be served before the AGM.

12 noon AGM commences in the Great Eastern Room.

A light sandwich lunch will be available after the AGM has concluded.

How to get to the AGM

Tube

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

Train

There are a number of train companies servicing Liverpool Street Station.

Car

There is no parking available at the Andaz Hotel. The nearest public car park is the London Wall Car Park, EC2V 5DY, which is located underground between Aldersgate and Moorgate. The car park is approximately 10 minutes' walk from the Andaz Hotel.

Bus

The closest bus stop is located on Bishopsgate and is served directly by bus numbers 35, 47, 48, 149 and 344.

