



DEFINING TOMORROW'S ENVIRONMENTS

Kier Group plc

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10 October 2014

Dear Shareholder,

This letter is accompanied by our 2014 annual report and accounts, the notice setting out the business to be conducted at the forthcoming annual general meeting, a form of proxy and scrip dividend documentation relating to the proposed final dividend for the year ended 30 June 2014.

You will also note that two letters from our current auditor, KPMG LLP, are included. These letters confirm that KPMG will not be seeking re-appointment at the meeting. As you will see in note 6 of the notice of annual general meeting, having conducted a thorough tender process for our audit, the board is recommending that PricewaterhouseCoopers LLP is appointed as the Company's auditor, subject to shareholder approval.

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 at www.kier.co.uk/shareholders.

This year, the annual general meeting will be held at the Andaz Hotel, 40 Liverpool Street, London EC2M 7QN on Thursday, 13 November 2014 at 12.00 noon. A sandwich lunch will be available.

The meeting is a mixture of the 'formal' and the 'informal' and there will be an opportunity to raise questions about our business. If you are planning to attend the annual general 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. Shareholders with access to an internet-enabled computer can lodge their votes electronically at www.kier.co.uk/vote. Further details can be found in the notice of meeting; alternatively, you can complete the enclosed form of proxy and return it in the pre-paid envelope addressed to Capita at PXS1. To be valid for the meeting, please ensure that our registrars receive your completed form by no later than 12.00 noon on Tuesday, 11 November 2014.

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

Yours sincerely

A handwritten signature in black ink, appearing to read "H Mursell".

Haydn Mursell
Chief Executive

HOW TO FIND ANDAZ HOTEL

Andaz Hotel, 40 Liverpool Street, London EC2M 7QN

Tel: +44 207 961 1234

Fax: +44 207 961 1235



London Underground

Liverpool Street (Central, Circle and District Lines) is next to the hotel.